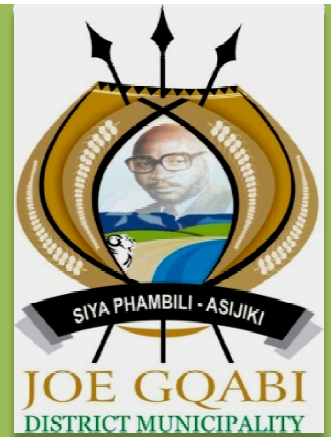


FINAL INTEGRATED DEVELOPMENT PLAN

2013/14 Financial Year



JOE GQABI DISTRICT MUNICIPALITY

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Acronyms

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative
BBBEE	Broad-based Black Economic Empowerment
CASP	Comprehensive Agricultural Support Programme
CBO	Community-Based Organization
CIDB	Construction Industries Development Board
CTO	Community Tourism Organisation
DEAT	Department of Environmental Affairs and Tourism
DEDEA	Department of Economic Development Environment Affairs
DLA	Department of Land Affairs
DLGTA	Department of Housing, Local Government & Traditional Affairs
DM	District Municipality
DME	Department of Minerals and Energy
DoE	Department of Agriculture
DoE	Department of Education
DORA	Division of Revenue Act
DoRT	Department of Roads and Transport
DoSD	Department of Social Development
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DSRAC	Department of Sports, Recreation, Arts & Culture
DTI	Department of Trade and Industry
DTO	District Tourism Organisation
DWAF	Department of Water Affairs and Forestry
ECDC	Eastern Cape Development Corporation
ECDOH	Eastern Cape Department of Health
ECPB	Eastern Cape Parks Board
ECSECC	Eastern Cape Socio Economic Consultative Council
ECTB	Eastern Cape Tourism Board
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
ESTA	Extension of Security of Tenure Act
EU	European Union
GGP	Gross Geographic Product
GRAP	General Regulations on Accounting Practice
HDI	Human Development Index
HR	Human Resources
ICT	Information and Communication Technologies
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IMATU	Independent Municipal and Allied Trade Union
ISRDP	Integrated and Sustainable Rural Development Programme
IWMP	Integrated Waste Management Plan
JGDM	Joe Gqabi District Municipality
JIPSA	Joint Initiative on Priority Skills Acquisition
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution and Agricultural Development
LTO	Local Tourism Organisation
LUPO	Land-Use Planning Ordinance

M&E	Monitoring & Evaluation
MAFISA	Agriculture Microcredit Fund
MFMA	Municipal Finance & Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAFCOC	National African Federation of Chambers of Commerce
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGDP	Provincial Growth and Development Plan
PHC	Primary Healthcare
PMS	Performance Management System
PPP	Public-Private Partnership
RDP	Reconstruction and Development Plan
RDS	Rural Development Strategy
RSS	Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Services
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprises Development Agency
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
TAS	Turn Around Strategy
TB	Tuberculosis
WSDP	Water Sector Development Plan

SECTION 1: LEGISLATIVE IMPERATIVE

1.1 Introduction

Subsequent to the 2011 Local Government elections, the District adopted its five-year Integrated Development Plan (IDP) in June 2012 covering the period of 2012/13 – 2016/17 financial years. Thus, this document represents the first review of the current five-year IDP.

In terms of Section 35 (1) (a) of the MSA, “an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”. As provided for in Schedules 4 and 5 of the Constitution (1996) and the Municipal Structures Act of 1998 there are areas of competence that fall within Local, Provincial and National Spheres of government. The IDP is therefore the local expression of the entire government's plan of action. Therefore, all projects and programmes implemented by all government Departments find expression in the IDP.

1.2 Adoption of IDP Framework and Process Plan

The District adopted a District IDP Framework and Process Plan in August 2012 in terms of Council Resolution 024/12/SCM (233/12/MC). All four local municipalities within the District also adopted their respective Process Plans subsequent to adoption of the District Framework Plan. All matters required in terms of Section 27 and 28 of the MSA are dealt with in detail in the adopted Framework and Process Plans. The Framework provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning processes.

1.3 Matters considered during the development of the IDP

Section 34 of the Municipal Systems Act of 2000, requires that the IDP be reviewed annually in accordance with the assessment of performance measurements and to the extent that changing circumstances so demand. Congruent to this requirement, the District has considered the following plans, documents and issues:

- ◆ National and Provincial Service Delivery indicators, targets, frameworks and plans, including the National Development Plan (NDP);
- ◆ Municipal Turn Around Strategies and the MISA document;
- ◆ Comments and inputs emanating from IDP processes and stakeholder engagements;
- ◆ Comments emanating from IDP engagement sessions
- ◆ Community priorities;
- ◆ General improvements measures of current processes and systems;
- ◆ Organizational development and its intricacies;
- ◆ Reviewed sector plans;
- ◆ Council's strategic planning sessions; and
- ◆ Credible IDP Framework requirements.

SECTION 2: BRIEF SOCIO-ECONOMIC OVERVIEW

2.1 Geography and Population dynamics

2.1.1 Geography

The JGDM covers an area of 2,564,705 ha and displays a diverse set of landscapes, from deeply incised mountainous terrain to flat far-reaching plains. The JGDM is located within the Eastern Cape Province and it borders the Free State Province and country of Lesotho to the north as depicted in figure 1 below. The District is one of the six District municipalities in the province.



Figure 1: Ariel view of the JGDM

The District consists of four local municipalities; viz: Gariep, Maletswai, Senqu and Elundini local municipalities. Areas that form the local municipalities are the following: Gariep (Burgersdorp, Steynsburg, Venterstad); Maletswai (Aliwal North, Jamestown); Senqu (Barkly East, Rhodes, Rossouw, Lady Grey, Sterkspruit) and Elundini (Maclear, Ugie, Mount Fletcher). Maletswai is the main economic centre within the District. The Aliwal North town is strategically located on the national N6 route which links East London with Bloemfontein and Johannesburg.

District Head Quarters are located in Barkly East, in the Senqu local municipality. A satellite Disaster Unit and the Roads Section are located in Aliwal North in the Maletswai local municipality.

2.1.2 Demography

2.1.2.1 Population

The population of the District slightly increased from 341 750 in 2001 to 349 768 in 2011 representing a 2.3% growth. This has been a modest growth compared to the 8.2% growth observed between 1996 and 2001 as depicted in table 1 below. The locality that has seen higher population growth is the Maletswai local municipality which stood at 16% between 2001 and 2011. This was followed by the Gariep local municipality at 7.3%. The Senqu local municipality observed a decrease of 1.2 % and in Elundini an insignificant growth of 0.5%.

Table 1: Population and total households

Municipality	2001	2011	% growth		Number of households		
			1996 - 2001	2001 – 2011	2001	2011	% Change
JGDM	341 750	349 768	8.2	2.3	84 835	97 775	15
Elundini	137 394	138 141	3.7	0.5	33 209	37 854	14
Senqu	135 734	134 150	6.7	-1.2	33 904	38 046	12
Maletswai	37 307	43 800	29.2	16.0	9 488	12 105	28
Gariep	31 314	33 677	11.2	7.3	8 234	9 770	19

Source: Census 2001 and Census 2011

2.1.3.2 Gender and age distribution

It is evident, as shown in table 2, that the greatest numbers of people are found within the 15 – 64 years range. This is a category of people that is of the working age. The age group below 15 years follows at a range of 34 and 39 % in 2011 and 2001 respectively. The age group from 65 years and above is the lowest in the District. This trend is uniform throughout the local municipalities.

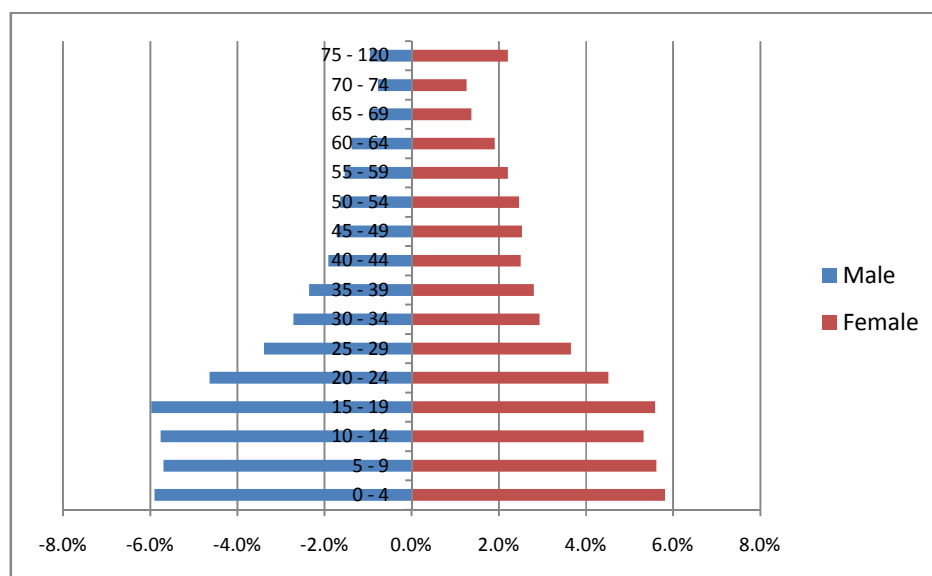
Table 2: Gender and age distribution

Municipality	<15 yrs		15-64 yrs		65+ yrs		Males per 100 Females	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	38.7	34.1	54.0	58.4	7.3	7.5	87.2	89.8
Elundini	42.0	35.4	50.3	56.4	7.7	8.3	84.9	90.1
Senqu	38.0	34.0	54.5	58.3	7.5	7.7	88.5	88.0
Maletswai	33.0	32.4	60.9	62.1	6.0	5.5	88.4	89.9
Gariep	33.6	31.7	59.7	61.8	6.7	6.5	90.7	95.2

Source: Census 2011

A graphical illustration that shows the distribution of various age groups in the District is depicted in figure 2 below. This pyramid provides a clear depiction of age and sex distribution of the District population. In terms of the stages of demographic transition model, the District pyramid appears to

be at the third stage, which shows stationary growth and mortality particularly in the 25 to 75+ years cohorts. It is clear how many people of each age range and sex are found within the District. Moreover, the pyramid shows that the population is generally older on average indicating a generally longer life expectancy, low death rates and low birth rates.



Source: Derived from Census 2011

Figure 2: Population pyramid

2.1.2.3 Household dynamics

As shown in table 3 below, the number of persons in each household have shown a slight decline from 4.0 in 2001 to 3.6 in 2011. This is directly congruent with the increase in the number of households which increased from 84 835 in 2001 to 97 775 in 2011, representing a 15% increase. The stability in the pyramid also supports the observed increase in the number of households. The phenomenon of female headed households is slightly decreasing. It is depicted in the table that about 49% of households are female headed compared to 51% 2001.

Table 3: Household dynamics

Municipality	Average Household Size		Female Headed Households %		Formal Dwellings %		% Housing owned/paying off	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	4.0	3.6	51.4	49.3	59.8	60.3	58.5	61.3
Elundini	4.1	3.6	56.0	52.1	40.1	33.0	55.9	61.9
Senqu	4.0	3.5	52.1	50.5	70.9	70.2	68.2	68.5
Maletswai	3.8	3.6	44.2	44.0	66.2	85.6	37.4	44.5
Gariep	3.8	3.4	38.6	40.3	85.7	96.0	53.0	52.1

Source: Census 2001, Census 2011

2.1.2.4 HIV and AIDS

The Department of Health estimates that over 5.4 million people in South Africa are living with HIV. Thousands are becoming ill and many are dying every week due HIV and AIDS related sicknesses. Communities in all corners of our society are negatively affected by the spread of the pandemic.

Municipalities within the jurisdiction of the JGDM have registered high levels of HIV prevalence, as depicted in figure 3 below. Some of the Municipalities have prevalence that is higher than the national and provincial averages. This high level of prevalence can be attributed to a number of factors that include unemployment, abuse of substances especially liquor and high poverty levels.

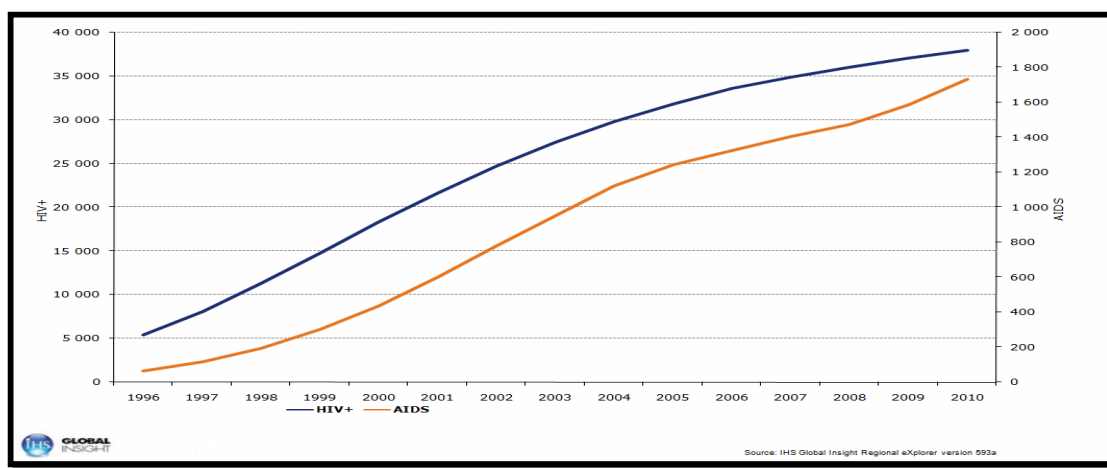


Figure 3: HIV and AIDS prevalence within the District

2.1.2.5 Migration Patterns

The levels of out-migration from Joe Gqabi are higher than the provincial average. At least 18% of District households against 15.2% of provincial households reports of at least one migrant household member. Approximately, 7% of the District population overall migrates from their households, while the provincial migration rate amounts to 5.6% of the provincial population as depicted in table 4.

Table 4: Household Migration

Area	Household Migration	
	% of population	% of households
Eastern Cape	5.6	15.2
Joe Gqabi	7	18
Elundini	4.3	11.6
Senqu	12.6	31.9
Maletswai	1.4	5.6
Gariiep	2.5	9

Source: RSS 2006

3.1.2.6 Demographic implications

Issue	Status Quo	Proposed Sector intervention
Overall population	Stable population growth throughout the District with an exception of Maletswai where there was increment of 16%	Water Services Development Plan to prioritise long term investment into the growth areas. EMP to deal with increasing population matters
Gender and age	Youth constitute more than 51% of the total population 55% of population are females	Youth development to be strengthened. LED Strategies to have relevant youth development initiatives
HIV and AIDS	High levels of prevalence	District strategy to focus on awareness campaigns and access to treatment Strengthen HIV and AIDS Strategy
Migration	Higher out-migration rate which is above provincial rate	Local Economic Development strategy to deal with business retention and attraction. Introduce small town regeneration programmes

2.2 Household services

This section outlines the status of access and backlogs with regard to key services such as water, sanitation, electricity, waste removal, etc.

2.2.1 Types of dwellings

Prior to sketching out the service delivery statistics, it is important to provide a breakdown of households per municipality in terms of dwelling type as shown in table 5.

Table 5: Type of dwelling per municipality

	Joe Gqabi DM	Elundini	Senqu	Maletswai	Gariep
House or brick/concrete block structure on a separate stand or yard or on a farm	53886	10274	25341	9511	8761
Traditional dwelling/hut/structure made of traditional materials	33987	24782	9067	85	53
Flat or apartment in a block of flats	2289	1060	792	371	66
Cluster house in complex	139	51	54	19	14
Townhouse (semi-detached house in a complex)	262	36	71	53	102
Semi-detached house	721	58	137	167	359
House/flat/room in backyard	1449	958	225	218	49
Informal dwelling (shack; in backyard)	1500	113	840	430	118
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	2648	236	1080	1180	152
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	211	66	97	22	26
Caravan/tent	86	22	55	1	8
Other	599	199	288	50	62
Unspecified	-	-	-	-	-
Not applicable	-	-	-	-	-
Total Households	97777	37855	38047	12107	9770

From the table above it is evident that about 90% of households within the District reside in a dwelling type of a house or brick/concrete block structure and traditional dwelling/hut/structure made of traditional materials. It is also shown that about 4% of households reside in informal settlements, including those in backyards and those that are in informal settlements, squatter or a

farm. Further disaggregation of the figures show that about 2.7% of the informal settlements are found in informal/squatter settlements in areas that are not provided with bulk services infrastructure.

2.2.2 Access to portable basic water services

Households with access to regional/local water scheme (operated by municipality or other water services provider) or access to boreholes stood at 65% in 2011, as shown in table 6 below. In terms of access within informal settlements, the statistics indicate that 76% of informal settlements do have access to water through a regional/local water scheme (operated by municipality or other water services provider) or access to boreholes.

Table 6: Type of dwelling by source of water

Type of dwelling	Regional/local water scheme (operated by municipality or other water services provider)	Bore-hole	Spring	Rain water tank	Dam/ pool/ stagnant water	River/ stream	Water vendor	Water tanker	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	38292	4466	3297	1111	1118	2844	664	1379	716
Traditional dwelling/hut/structure made of traditional materials	8373	5821	5566	1314	2290	6620	823	2358	822
Flat or apartment in a block of flats	987	259	121	76	76	290	124	319	36
Cluster house in complex	79	15	6	11	1	9	4	6	9
Townhouse (semi-detached house in a complex)	226	8	2	3	4	5	-	8	4
Semi-detached house	523	85	4	16	20	5	9	39	20
House/flat/room in backyard	647	197	149	19	84	136	14	176	27
Informal dwelling (shack; in backyard)	1182	71	59	12	23	65	12	40	36
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1823	87	151	24	267	72	7	15	203
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	48	14	9	4	15	1	2	-
Caravan/tent	31	20	5	4	9	10	-	6	-
Other	286	74	63	10	64	31	15	38	16
Grand total	52567	11151	9437	2609	3960	10102	1673	4386	1889
Percentage access	54%	11%	10%	3%	4%	10%	2%	4%	2%

It is shown that about 54% of households do have access in terms of access to water through regional/local water scheme (operated by municipality or other water services provider). Further, 11% have access through boreholes.

2.2.3 Access to sanitation services

About 51% of households had access to the basic level of access to sanitation services through flush toilet which is connected to sewerage system, flush toilet with septic tank, chemical toilet and pit toilet with ventilation (VIP), as depicted in table 7 below. Those with pit toilet without ventilation, bucket toilet, other and those with none stood at 49%.

Table 7: Type of dwelling by sanitation facilities

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	5645	20575	2536	2009	10193	10985	836	1105
Traditional dwelling/hut/structure made of traditional materials	8562	192	118	1184	9248	12789	217	1677
Flat or apartment in a block of flats	397	520	63	99	425	707	21	56
Cluster house in complex	15	34	1	5	35	44	2	2
Townhouse (semi-detached house in a complex)	7	197	11	1	15	21	8	2
Semi-detached house	187	321	10	40	31	53	40	40
House/flat/room in backyard	243	366	32	20	210	537	12	30
Informal dwelling (shack; in backyard)	372	479	51	75	154	173	151	45
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1070	343	22	50	128	284	427	325
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	64	85	11	1	16	23	2	8
Caravan/tent	40	24	3	1	7	7	-	4
Other	135	173	22	27	108	101	13	20
Grand total	16737	23309	2880	3512	20570	25724	1729	3314
%	17%	24%	3%	4%	21%	26%	2%	3%

The table above further shows that about 1 729 households use the bucket toilets, which represents 2% of the District households.

2.2.4 Access to electricity

Provision of electricity is not a direct function of the District. Eskom is the main provider of electricity through the District though there are some areas that are under the local municipalities. The Census 2011 statistics in table 8 show a noticeable improvement of 69% access to the basic level of electricity from 59% in 2007. The majority of the backlog is in the informal settlements. Tables 9 and 10 show energy sources for lighting and cooking, which factor is key in determining the level of access to the electricity service.

Table 8: Electricity Service Delivery Levels

Households								
Energy: (above minimum level)	Total household s	97 775	Formal Settlement s	Total household s	95 071	Informal Settlements	Total households	1 623
	Electricity (at least min. service level)	67 433		Households below minimum service level	28 512		Households below minimum service level	1 147
	Percentage Access	69.0%		Proportion of household s below minimum service level	30%		Proportion of households below minimum service level	70%

Table 9: Geography by Energy or fuel for lighting

Municipality	None	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
Joe Gqabi	250	67433	370	8621	18329	2772
Elundini	165	17533	139	4277	13127	2613
Senqu	57	30866	139	3205	3676	104
Maletswai	18	10190	33	996	838	31
Gariep	11	8844	59	144	688	24

Table 10: Geography by Energy or fuel for cooking

Municipality	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
Joe Gqabi	161	55150	5042	17773	17958	153	1332	134	73
Elundini	73	13216	3039	7064	13642	67	685	36	33
Senqu	58	24499	1255	8096	3374	64	594	69	36
Maletswai	19	9506	320	1713	478	16	35	15	2
Gariep	11	7929	428	900	463	6	17	14	3

2.2.5 Refuse Removal

Table 11 below shows that refuse removal backlogs was the highest in formal settlements. In the traditional area type a large number of households made use of their own refuse dump.

Table 11: Access to waste removal services

Area type	Removed by local authority/ private company at least once a week	Removed by local authority/ private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Formal residential	25353	674	566	6713	1077	273
Informal residential	560	7	68	746	232	11
Traditional residential	343	140	497	41657	11123	721
Farms	101	29	126	3845	785	143
Parks and recreation	-	6	-	68	-	-
Collective living	92	-	2	10	-	-

Area type	Removed by local authority/ private company at least once a week	Removed by local authority/ private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
quarters						
Industrial	-	-	1	1	1	-
Small holdings	-	-	-	6	3	1
Vacant	235	6	11	647	154	28
Commercial	671	8	11	15	6	-
TOTAL	27355	870	1282	53708	13381	1177
%	28.0%	0.9%	1.3%	54.9%	13.7%	1.2%

2.2.6 Access to the higher service levels

Basic Service Level

- Communal water supply services and on-site sanitation services
- Constituting the minimum level of service provided by the Water Service Provider
- Consisting of reticulated standpipes or stationery water tank serviced either through a network pipe or a water tanker located within a reasonable walking distance from any household with a ventilated improved pit latrine located on each premises with premises meaning the lowest order of visibly demarcated area on which some sort of informal dwelling has been erected
- Installed free of charge
- Provided free of any charge to clients
- Maintained by the Water Service Provider

Intermediate Service Level

- Yard connection and an individual connection to the Water Service Providers' sanitation system
- Consisting of an un-metered standpipe on a premises and a pour-flush toilet pan, wash through and suitable toilet top structure connected to the Water Service Provider's sanitation system
- Installed free of charge
- Provided free of any charge to client
- Maintained by the Water Service Provider

Full Service Level

- A metered pressured water connection with an individual connection to the Water Service Providers' sanitation system
- Installed against payment of the relevant connection charges
- Provided against payment of prescribed charges with the on-site water and drainage installations maintained by the client

Access to the higher service levels in terms of the RDP standards in key services are summed up in table 12 below.

Table 12: Access to the higher service levels

Municipality	Flush connected sewerage %		Toilet to Weekly Removal %		Refuse Piped Inside Dwelling %		Electricity for Lighting %	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	11.8	23.8	22.8	28.0	7.9	17.6	42.9	69.0
Elundini	3.1	8.0	10.3	12.3	3.1	10.4	11.4	46.3
Senqu	3.7	11.9	10.8	12.5	4.1	8.7	62.0	81.1
Maletswai	50.4	70.1	67.8	83.5	24.0	49.1	57.2	84.2
Gariep	35.2	74.4	69.9	80.3	24.5	40.9	75.7	90.5

With regard to high levels of service, it is evident that although significant strides have been made in dealing with service delivery backlogs, upgrading the services to high levels remains a challenge. Percentage of households with access to waterborne sanitation system which is connected to a sewerage system increased from 12% to 24% in 2011. Weekly refuse removal remains constant and low at 28% in 2011. Percentage of households with access to piped water inside dwelling improved from 8% in 2001 to 18% in 2011. Access to electricity for lighting increased from 43% in 2001 to 69% in 2011. Though these figures show huge improvements which in most more than doubled, there are still challenges that remain.

2.3 Housing

Provision of Housing is a function performed by the Department of Human Settlements. The role of the District is limited to influencing physical development within municipalities through the application of the District Spatial Development Framework.

The key challenges for Human Settlement going forward will be to improve delivery of low-income housing and eliminate all challenges being experienced and further facilitate development of middle-income housing projects throughout the District.

The housing status quo with regard to housing backlogs in the District is reflected below in table 13 below. It is shown in the table that about 52% of dwellings within the District are owned and fully paid off. This is followed by 19% of dwellings that are occupied rent-free. The third largest category of tenure status is 12% of dwellings that are rented.

Table 13: Type of dwelling by Tenure status

Type of dwelling	Tenure status				
	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	7251	2758	10665	29866	3346
Traditional dwelling/hut/structure made of traditional materials	1940	1869	5730	20804	3644
Flat or apartment in a block of flats	729	87	356	1031	85
Cluster house in complex	30	8	34	46	21
Townhouse (semi-detached house in a complex)	99	29	32	92	10
Semi-detached house	198	18	202	284	18

Type of dwelling	Tenure status				
House/flat/room in backyard	412	30	339	637	31
Informal dwelling (shack; in backyard)	298	105	339	691	67
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	254	58	820	1325	191
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	4	48	24	17
Caravan/tent	26	-	45	11	3
Other	178	14	140	177	90
TOTAL	11533	4980	18750	54988	7523
%	11.8	5.1	19.2	56.2	7.7

Key issues identified for intervention by the Human Settlement Department include:

- ◆ Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- ◆ Lack of bulk services on identified land for housing development
- ◆ Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- ◆ Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- ◆ Ensure that all built houses are occupied.
- ◆ Use local labour and resources and ensure that joint-ventures when external contractors are being used.
- ◆ District Municipalities to be accredited for housing development.
- ◆ Ensure maximum public participation in housing development to ensure ownership.
- ◆ Decentralise registration systems and the ability of the systems to link nationally.
- ◆ Explore development of low income rental housing middle income low cost housing

2.4 Education

The District has prioritised education as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment.

Table 14 shows that about 76% of the District population has an education level of not more than grade 12. This is the largest proportion of the population. The proportion with N1 to a certificate level there is about 2%. The proportion with degrees and post graduate level of education is about 1% of the population.

Table 14: Educational levels

Municipality	Grade 0 – 7 and No schooling	Grade 8 - Grade 11	Grade 12	N1/ NTC III /N3/ NIC/ V Level 4	N4 / NTC 4 - N6 / NTC 6	Certificate/ Diploma without Grade 12	Certificate/ Diploma with Grade 12	Higher Diploma - Doctoral Diploma	Bachelor's Degree and Post graduate Diploma	Bachelor Degree and Post graduate Diploma - Higher Degree Masters / PhD
Joe Gqabi	173270	90573	28535	849	716	499	4587	2655	1487	1858
Elundini	72318	35272	9183	282	228	173	1308	995	492	614
Senqu	66207	36271	10294	257	238	176	1656	798	454	642
Maletswai	18499	10884	5736	251	199	83	929	597	351	372
Gariep	16246	8146	3322	59	51	67	693	264	190	231

The education levels attainment show a slight improvement between 2001 and 2011, as depicted in table 15. The population with no schooling decreased from 28% in 2001 to 14% in 2011. In terms of higher education levels, attainment there has been a slight decrease from 5% in 2001 to 3% in 2011.

Table 15: Schooling trends

Municipality	No Schooling		Higher Education		Matric		Primary Educational Enrolment <13	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	28.2	14.4	4.7	3.1	9.5	13.9	90.2	94.1
Elundini	31.4	15.8	3.9	2.9	6.9	11.6	90.9	93.8
Senqu	26.4	14.3	4.9	2.6	9.6	13.0	90.2	94.9
Maletswai	23.7	10.8	6.4	5.2	16.1	21.4	88.6	93.5
Gariep	28.9	14.6	4.6	3.4	10.6	15.9	87.5	92.7

The poor level of higher education in the District could be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape.

2.5 Economy

2.5.1 Gross Value Added

With respect to Gross Value Added by Region (GVA-R) as depicted in figure 4, the aggregates show that the tertiary sector remained the highest contributor with between 71% and 80% from 1996 to 2010. There was a 10% improvement between 1996 and 2010. The secondary sector contributed between 19% and 14% from 1996 to 2010 with a constant decline of 6% over the period. The primary sector contributed between 9% and 6% with a 3% decline during the same period.

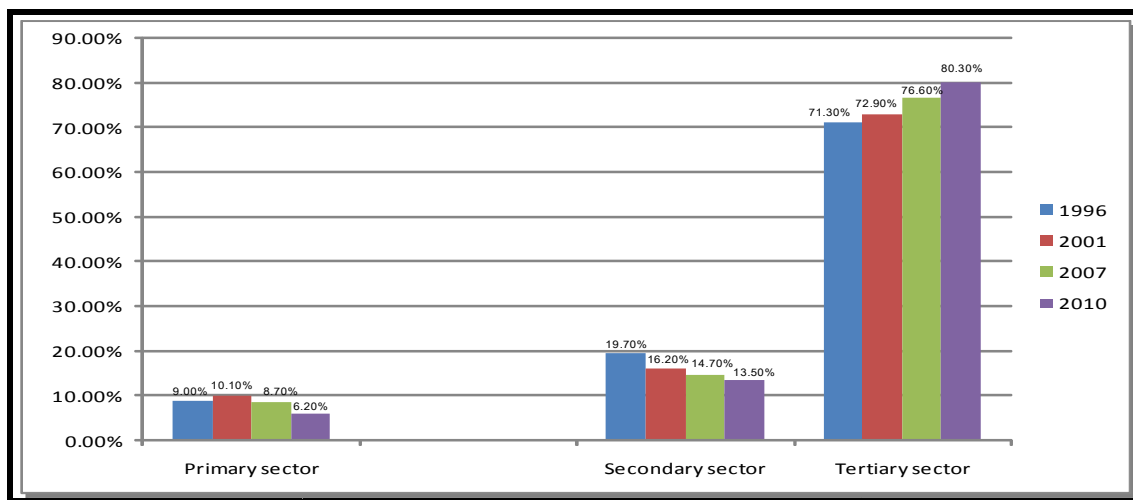
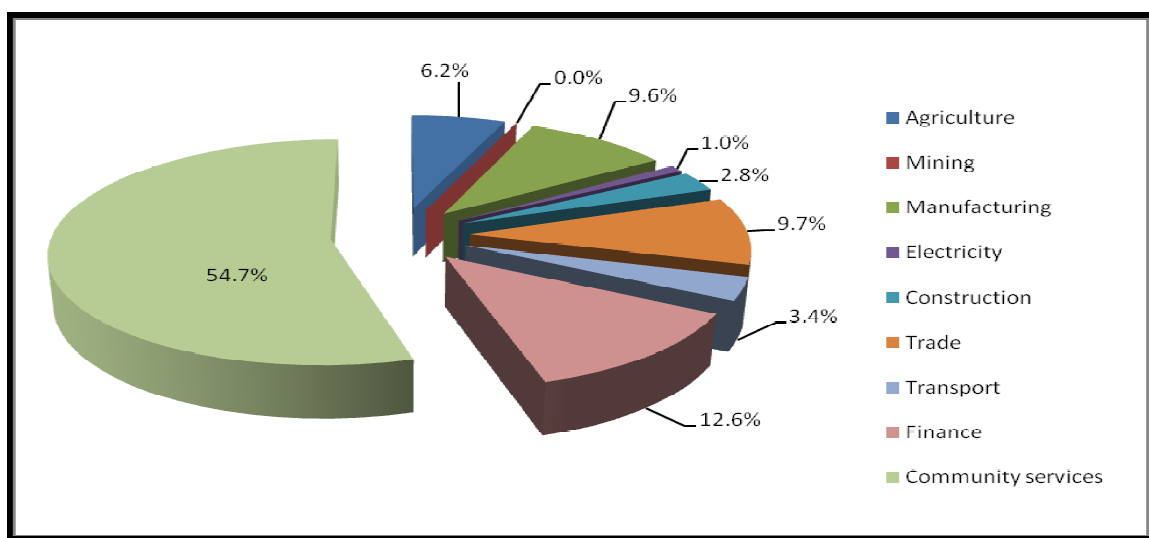


Figure 4: Primary, secondary and Tertiary Sector Contribution to GVA-RSource: Ecsecc 2012)

Figure 5 below depicts that out of the nine (9) economic sectors community services remains the highest contributor to the growth of the region with 55% followed by finance (12.6%), trade (9.7%), manufacturing (9.6%), and agriculture (6.2%).



(Source: Ecsecc 2012)

Figure 5: Sector contribution to GVA-R (2010)

2.5.2 Sectoral Performance

Table 16 below shows performance of each sector. It is evident that from 1996 to 2010 there was a modest improvement in all sectors. Community services sector has been the driver of growth within the region throughout the period.

Table 16: Sectoral performance between 1996 and 2010

SECTOR	1996 (R '000)	2001 (R '000)	2007 (R '000)	2010 (R '000)
Agriculture	92 091	149 400	208 284	205 053
Mining	0	0	0	0
Manufacturing	162 099	182 167	283 812	317 831
Electricity	14 331	13 569	19 892	32 577
Construction	25 374	26 369	47 759	94 034
Trade	141 225	146 217	220 422	320 630
Transport	57 060	55 706	86 839	110 860
Finance	107 505	140 081	321 685	416 008
Community services	423 892	658 242	1 199 238	1 806 459
Total	1 133 581	1 532 184	2 708 152	3 677 137

(Source: Ecsecc 2012)

2.5.3 Employment by Sector

As depicted in figure 6, the Community services sector (38%); Households (19%), Agriculture (18%) and trade (11%) were the top four in employment creation. Other sector contributed minimally.

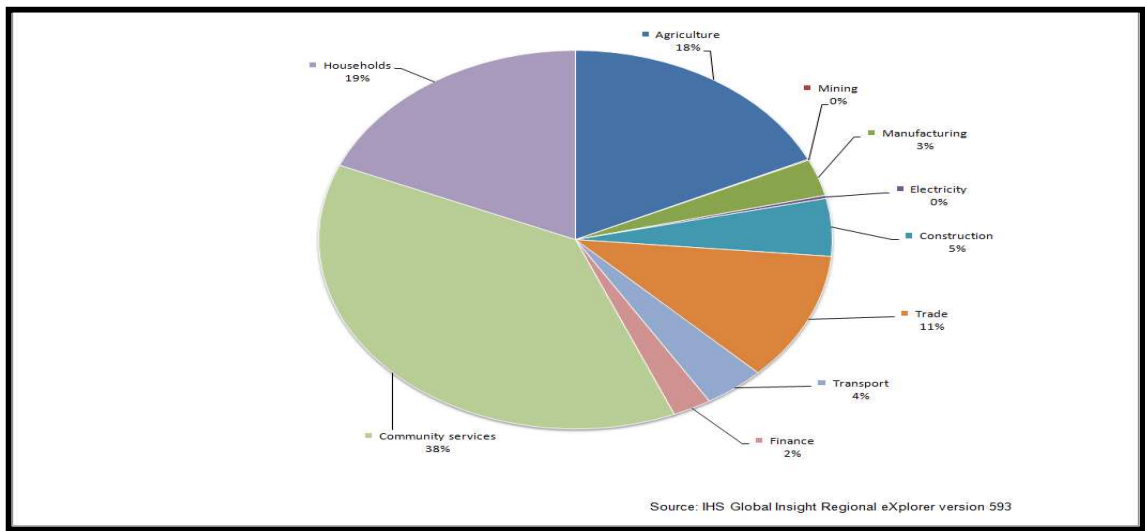


Figure 6: Employment composition (2010) (Source: Ecsecc 2012)

Figure 7 shows that employment in agriculture, manufacturing and trade have been on a downward trend between 1996 and 2010, with a noticeable decline in the agricultural sector. This represents a challenge for the District as the District is composed mainly of farm areas.

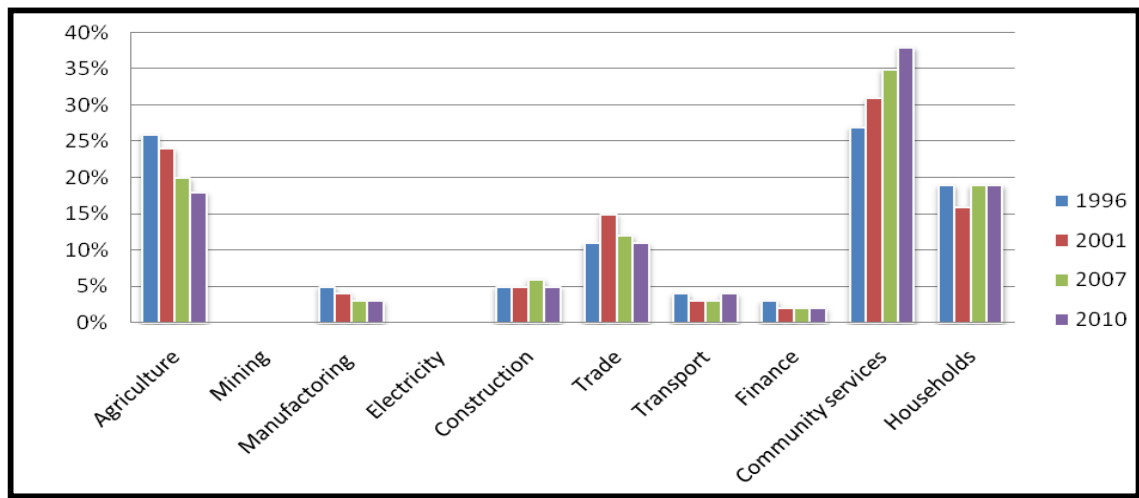


Figure 7: Trends in employment per sector (Source: Ecsecc 2012)

The agricultural sector plan should seek to deal with growing this sector in terms of output and job creation. Employment in the community services sector has shown a constant increase over the period.

2.5.4 Employment and income status

Table 17 shows that about 30% of the economically active population is unemployed. Taking into account those that are discouraged work seekers, the unemployment rate rises to 46%. Given the geographical and economic status of the District the broader definition of unemployment is more applicable. As shown in table 18, 95% of the population receives a monthly income not exceeding R3 200 a month. Only 5% of the population earn R3 201 and more a month.

Table 17: Employment status

Municipality	Employed	Unemployed	Discouraged work-seeker	Other not economically active
Joe Gqabi DM	51 344	28 095	15 812	108 869
Elundini local municipality	14 207	11 323	5 305	47 040
Senqu local municipality	18 252	10 037	7 401	42 555
Maletswai local municipality	10 647	3 877	1 583	11 080
Gariep local municipality	8 238	2 858	1 523	8 193

(Source: Census StatsSA 2011)

Table 18: Individual monthly income

Municipality	No income - R 1 601 - R 3 200	R 3 201 - R 6 400 - R 12 801 - R 25 600	R 51 201 - R 102 400	R 102 401 - R 204 800	R 204 801 or more
Joe Gqabi DM	303953	16619	191	189	155
Elundini local municipality	118213	4658	28	56	32
Senqu local municipality	120650	5317	56	67	47
Maletswai local municipality	35604	4315	66	38	41
Gariep local municipality	29486	2330	40	28	35

(Source: Census StatsSA 2011)

It is notable that there is very high unemployment rate in this District and the majority of the people are very poor. Consequently, there is a serious reliance on various categories of government grants by both adults and children within the District area. New investment opportunities that will improve the livelihoods of the people by creating opportunities are needed. The following business sectors have potential to offer future employment:

- ◆ Agriculture (Livestock farming, crop farming), Forestry, Tourism (Eco, Agri, Cultural, Adventure tourism)
- ◆ Construction and mining, Trade and business services, Catering, Accommodation

2.5.5 Poverty and inequality

Figure 8 below shows the gini coefficient in the District. It is evident that the levels of inequality were lower in the 90s and in the 2000 to 2006 inequality levels were higher and dropped towards 2010. This means that government must continue to create an enabling environment for business to be established and flourish. Government social safety net programme should also be strengthened.

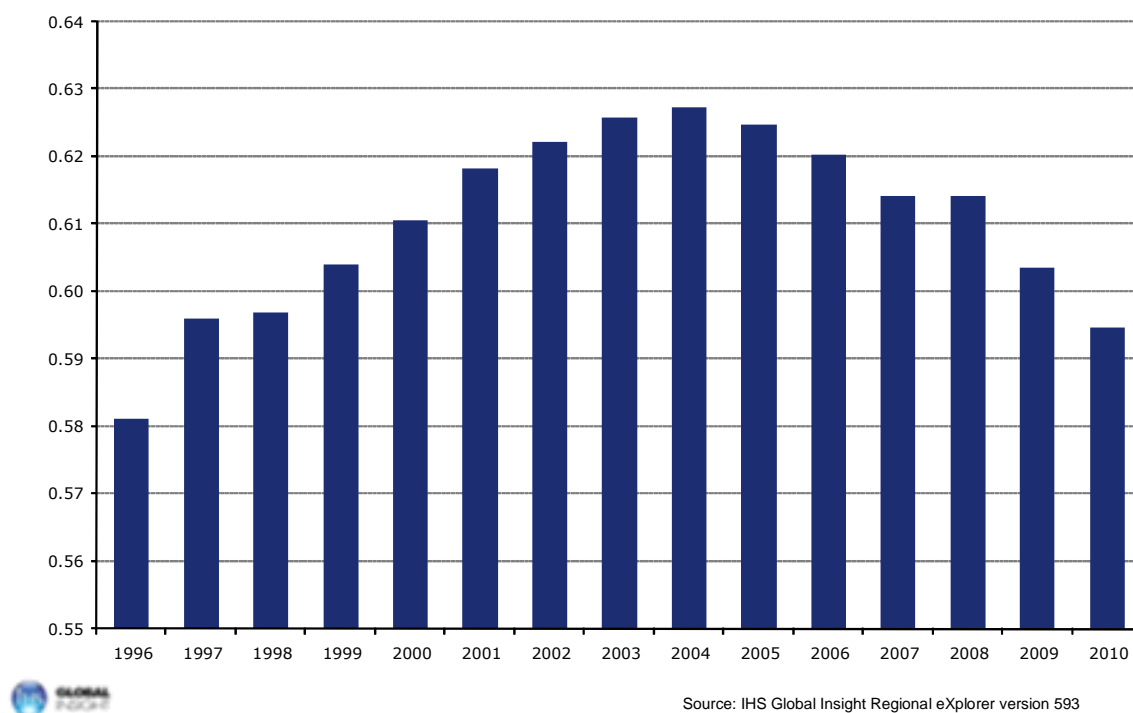


Figure 8: Gini coefficient

2.4.6 Human development index

ECSECC shows that in 1995 the District HDI was 0.40; 0.42 in 2000; 0.44 in 2005 and 0.40 in 2009. The low level of education within the District is one of the key challenges. In order to improve this situation the District needs to strengthen programmes dealing with education health and employment opportunities.

2.5.7 Economy Dynamics Implications

Issue	Status Quo	Sectoral Intervention required
GGP	Low economic activity	Invest in industrial development focusing on agricultural downstream industry
Sectoral Performance	Four main sectors in 2010 were community services, Finance, Trade, Manufacturing and Agriculture. Three main sectors are Community services sector has been the driver of growth	Promote agriculture sector performance.
Employment by Sector	Constant decline in employment in agriculture	Support agriculture and develop upstream and downstream industry
Income levels	Low income levels	Focus on skills development through education
Poverty and inequality	High rate of poverty	Promote creation of economic growth and sustainable job opportunities. Promote access to social safety nets.
Human development index	The level of development within the District does not reflect desirable living conditions.	Maintain high levels of access to health services and education
Employment and Income	There is high unemployment and more than two third of the population lives below poverty line	labour intensive infrastructure development initiatives and mass job creation initiatives must continue

SECTION 3: SPATIAL DEVELOPMENT FRAMEWORK

3.1 Adoption of the Spatial Development Framework

The JGDM adopted a reviewed Spatial Development Framework (SDF) through Council Resolution 012/10/SCM in March 2009 and the review was initiated in the 2012/13 financial year. The focus of the review will be on updating the spatial information and maps contained in the document. Provisions of the Land Use Management Bill will also be taken into account.

3.2 Natural Environment Analysis

a) Rainfall

The District can be divided into four rainfall zones. Some of the higher mountain peaks have between 0.8 meters (m) and 1.2 m of rainfall a year. The eastern part of the District has between 0.6m and 0.8m a year; the central area has between 0.4m and 0.5m; and the western area (Venterstad, Steynsburg and most of Burgersdorp) has less than 0.5m a year. Half a meter of rain a year is regarded as the minimum amount required for sustainable (dry land) crop production.

b) Temperature

The District is well known for its temperature fluctuations, with temperatures ranging between +42 C and -11 C. On average, there are 150 days of frost during the year, usually between March and November and snow particularly in Senqu and Elundini. The snow has also been known to fall on the higher lying areas of Maletswai and Gariep local municipalities. The District is affected by unseasonal frost and cold that has a negative impact on agriculture. The area is only suitable for

less sensitive crops due to this harsh climate. Elundini is lower in altitude and experiences warmer winters and this enables this part of the District to be more suitable for cultivation.

c) Topography

Approximately 12% of the District area has slopes steeper than 1:8. From Aliwal North large flat plains of land are interspersed with steep mountains and hills. Topography influences the type of agricultural activities that occur. The open flat areas in the west allow for extensive agriculture whereas in the east, agriculture is limited to specific land pockets. Although very little land is suitable for cultivation, grazing for farming stock is feasible.

The altitude of the District lies between 1000m and 1500m above sea level. Parts of Senqu and Elundini form part of the southern Drakensberg range. This area, due to its high altitude, is less suitable for farming. From Lady Grey the landscape flattens out towards the west. The mountainous terrain also limits accessibility and therefore hampers service and infrastructure delivery in the region. The southern Drakensberg creates a scenic environment conducive to adventure and nature tourism activities such as mountain biking, hiking, skiing etc.

d) Hydrology

The southern Drakensberg Mountains form a watershed that separates the eastern and western parts of the Joe Gqabi District. The Orange River is the most important source of water in the District and it covers most of Gariep, Maletswai and Senqu Local Municipalities. This catchment area drains towards the Atlantic Ocean. Elundini falls within the Umzimvubu catchment area, draining towards the Indian Ocean. The Gariep dam is the largest dam in South Africa and is a major source of water for irrigation in the District as well as for the Fish River scheme (to the south west of the District). Smaller dams also provide the District with water, both for agricultural purposes and human consumption.

Dams have a secondary usage and potential for recreational and other economic purposes. Boreholes are used by Barkly East, Burgersdorp and Steynsburg to augment supplies, and Jamestown and Mount Fletcher use boreholes for all their water requirements. Many commercial irrigation ventures are fed from groundwater. A study conducted for the DM concluded that many places in Senqu and Elundini have very high groundwater development potential.

e) Soils

Soils are generally shallow and weakly developed. Soils in the District are mainly sandy loam and clayey loam. As a broad generalization, there is an increase in soil depth and areas occupied by arable soils from west to east. Crop and horticultural production in Gariep LM and in most of Maletswai LM is severely limited (even with irrigation) due to the dominant soil types. Elundini local municipality is the only area with soils suitable for cultivation. The Senqu area is one of the most degraded areas in the country due to communal grazing lands not being well maintained or protected under the previous dispensation.

Degradation is also high in the communal land areas of Elundini, and in small pockets within the Maletswai and Gariep local municipalities, with the primary cause found to be the overstocking of livestock and inappropriate grazing methods. The Department of Agriculture estimates that between 300 and 400 tons per hectare of soil are lost annually in the District. In addition to the provision of infrastructure to enable the practice of controlled grazing, it is necessary to prioritize the rehabilitation of severely degraded areas, in particular in the Senqu area.

f) Vegetation

Vegetation types represent an integration of the climate, soils and biological factors in a region and are a useful basis for land-use and conservation planning. There are nine vegetation types found in the District covering three biomes. Two of these biomes are of some national significance, namely the Alpine/Maluti mountain-type grasslands in the east and Eastern Mixed Nama Karoo in the west and all provide an interest for tourism development. The different biomes also have an impact on the type of agriculture practiced in the area.

g) Land Capability

There is only 233 hectares of high potential arable land (class 1) in Joe Gqabi District. Elundini has the highest percentage of arable land (with limitations) in its coverage (42.9%), and this is followed by Maletswai (32.9%). With the low levels of rain-fed arable land for crop production in the District, irrigation schemes and stock farming will play a significant role in agriculture. This is evident in Gariiep where only 0.8% of the land is suitable for rain-fed crop production; however, agriculture contributed 38% to the GGP in 2001, in the form of sheep farming and irrigation-based agriculture along the Orange River and Fish River Tunnel. The District intends supporting the development of irrigation schemes in the areas of Senqu, Maletswai and Elundini local municipalities.

It is important to note that although Elundini has the highest percentage of arable land, its agricultural sector has the lowest (4%) of GGP contribution. This is due to the subsistence nature of agriculture in the area and highlights the physical potential for commercial agriculture growth.

There is limited land available that can sustain intensive agricultural practices. Land identified as prime and unique agricultural land should be preserved for agricultural use in order to enhance food security and therefore economic welfare. It is therefore important that residential and industrial development does not encroach these areas.

h) Biodiversity

The Joe Gqabi District Municipality is characterized by a diversity of vegetation types and land features. The eastern and northern areas (Senqu and Elundini) are featured by high lying mountainous terrain associated with high species diversity and unique wetlands. These areas are more specifically, covered by Southern Drakensberg and Lesotho Highland Basalt Grasslands (in the east) as well as Zaaron Moist Grassland and Senqu Montane shrubland (in the north). The western parts of JGDM are dominated by Karoo Escarpment Grassland, Aliwal North Dry Grassland, Besemkaree Koppies Shrubland and Eastern Upper Karoo vegetation. All of these vegetation covers are classified as "Least threatened" but are for the most part poorly conserved.

An opportunity exists to formally protect the remaining intact grasslands, especially those classified as vulnerable and endangered, to ensure the important ecological functions they play in this area are preserved, and to build on the attractive and ecologically important landscape for tourism. One of the most important ecological ecosystem services provided by the study area is the provision of good quality water, and the large numbers of wetlands found in the upper elevations within a range of vegetation types are critically important in this regard. An opportunity to apply Payment for Ecosystem Principles for water resource protection therefore exists to ensure the protection of vegetation types dominated by wetlands.

i) Threats to Biodiversity

Unsuitable agricultural practices such as increasing irrigation in areas of poor soils and cash crop cultivation in marginal areas, is another threat to biodiversity in JGDM. The continuation of degradation of the District's land cover increases erosion throughout the District. This is especially evident in Senqu and Elundini, but also prevalent in Gariep and Maletswai where there is an increase of the Karoo scrubland. Unsustainable agricultural practices such as increasing irrigation in area of erosive/loose soils also contribute to erosion and undermine cash crop cultivation in marginal areas. Very little is being invested into land-care in proportion to the amount of degraded land.

Ongoing urbanization and the growth of informal settlements around urban centres is increasing pressure on the environment and stretching infrastructure beyond capacity limits. The municipal area has no dedicated persons looking at environmental issues. Fire, especially in the grassland areas to the east of the District is another factor affecting the environment. In addition, plantations continue to threaten wetlands and indigenous forest patches.

The District is in the process of developing a Biodiversity Plan for the whole area which will be finalized in the 2012/13 financial year. An Air Quality Management (AQM) Plan is a recognised tool in terms of national policy and legislation for the management of air quality in order to protect human health and the environment.

The main aims requiring to be met by development of the Joe Gqabi Air Quality Management Plan, including:

- Ensuring sustainable implementation of air quality standards throughout the Joe Gqabi District;
- Promoting a clean and healthy environment for all citizens;
- Minimization of negative impacts of air pollution on health and the environment; and
- Ensuring provision of sustainable air quality management support and services to all stakeholders within Joe Gqabi District.

The District has developed a high altitude Conservation Management Plan which focuses on development and conservation of parks and soils for cropping on alluvial soils. This plan was developed in 2009 and adopted by Council. It contains biodiversity information for Senqu and Elundini which are the areas covered by the Southern Drakensberg Diversity Plan.

j) Environmental Opportunities

Some areas of the District area are endowed with scenic beauty that has significant potential for agriculture and tourism sectors. In addition, a number of endemic species contributes to the potential of the District. In addition, climatic, soil and topographic aspects show that Elundini has an environment more suited to a variety of agricultural activities.

Environmental opportunities could present themselves in the form of aquaculture where farming aquatic species should be investigated. In addition, the production of clean-energy (solar and wind) and the feasibility thereof needs to be determined as it would result in the production of sustainable energy for the District. Opportunities also exist for clean development mechanism projects, directly related to sewage treatment and waste resource management.

To deal with environmental management matters, the District adopted an Environmental Management Plan in 2010, implementation of the working for water and wetlands programmes and an integrated waste management plan.

h) Community Capacitation on Environmental Issues

The District Acknowledges and observes environmental calendar days. For instance, the District recently celebrated World Day to Combat Desertification in June 2013. The DEA together with the District are planning to host environmental career exhibitions in August 2013 to expose learners to various career path opportunities. Environmental awareness is also conducted through information dissemination initiatives and exhibitions. In September 2012, the District celebrated arbor day whereby tree were distributed to schools and some planted around Barkly East.

The Environmental Management Unit/function is located within the Community Services Department. Further, the National Department of Environmental Affairs has deployed personnel to strengthen the Unit. Environmental Health Practitioners employed by the District monitor waste disposal sites, food premises, mortuaries and related premises. A budget for this function is ring fenced.

3.3 Spatial Development Rationale

Aligned with the National Spatial Development Framework (NSDP) and the Provincial Growth and Development Plan of the Eastern Cape, the District spatial development rationale makes a number of assumptions to guide development decisions within the District:

- ◆ Location is critical to the poor in order to exploit opportunities for growth.
- ◆ Poor communities that are concentrated around economic centres have a greater opportunity to gain from economic growth
- ◆ Areas with demonstrated economic potential provide far greater protection due to greater diversity of income sources.
- ◆ Areas with demonstrated economic potential are most favourable for overcoming poverty
- ◆ The poor are making rational choices about relocating to areas of opportunity
- ◆ Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas

3.3.1 Priority programmes and Areas of High Potential

The District has resolved that major developments will take place in areas of high potential and focus will be areas where infrastructure already exists. This decision to focus on areas with high potential and existing infrastructure implies the prioritisation of high potential and primary centres. Areas with low potential with high densities will still be provided with basic service delivery, skills and exposure to labour market opportunities. These guidelines are spatially reflected in figure 9 below.

3.3.2 Senqu Sustainable Development Plan

The District Council resolved to implement the Mayors Vision 2025 for the development of Sterkspruit (see figure 10 below). The plan seeks to achieve the following spatial and socio-economic development objectives:

- ◆ Attract and grow business & industry
- ◆ Improved aesthetics (planned and orderly development)
- ◆ Improve accessibility of social services (water and sanitation, health, sport, education etc.)
- ◆ Improved linkages, transportation and storm water
- ◆ Improved access to land for housing
- ◆ Promote protection of natural resources
- ◆ Increase employment opportunities and reduce outmigration

The success of this plan depends on a range of issues including improved coordination and cooperation between government Departments, the District and Senqu local municipality, civil society, traditional leadership and communities. The plan will transform Sterkspruit into a modern town focusing on efficiency and aesthetics. The current approach to urban regeneration should be implemented in all local municipalities.

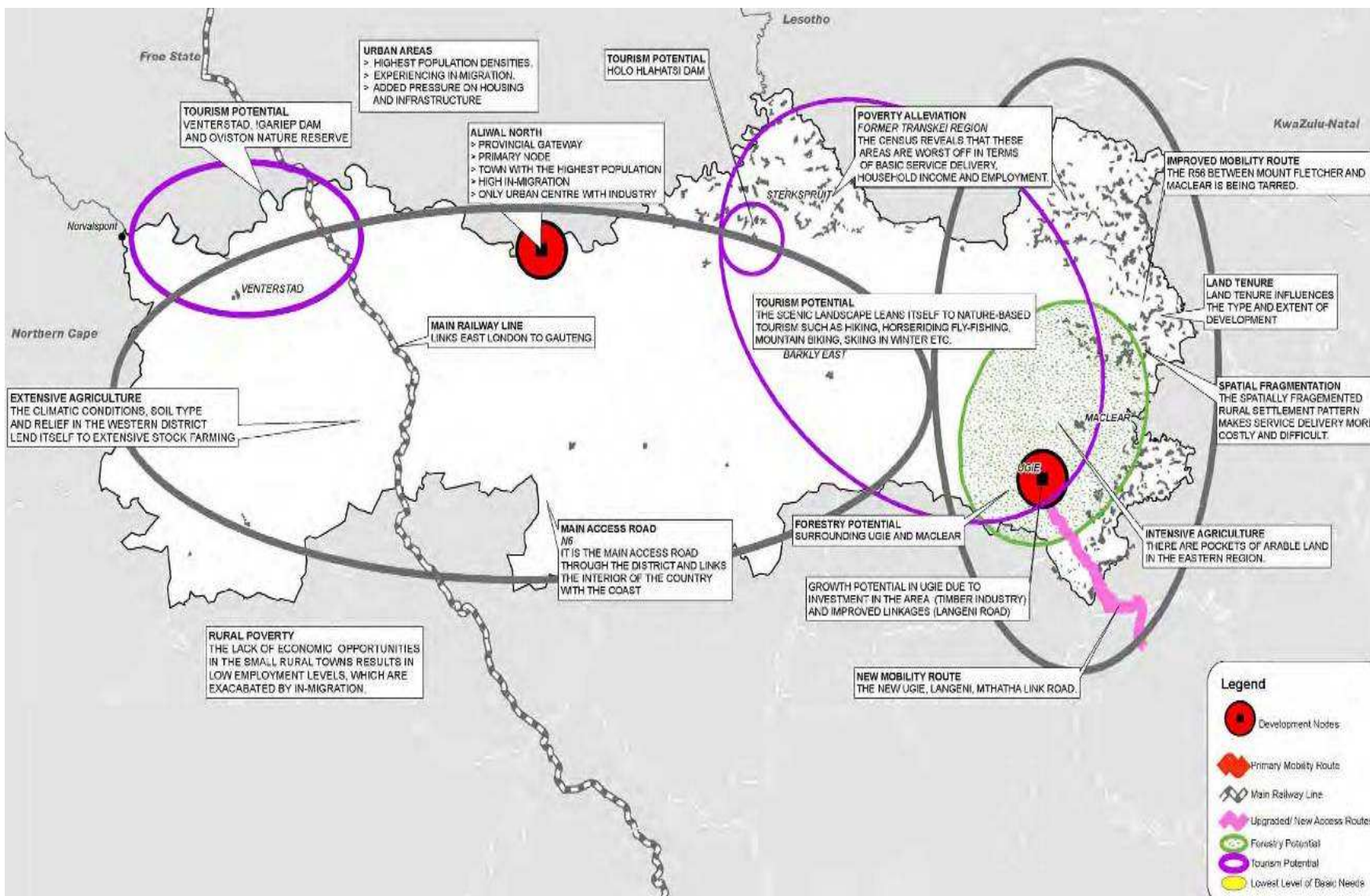


Figure 9: Spatial Priorities

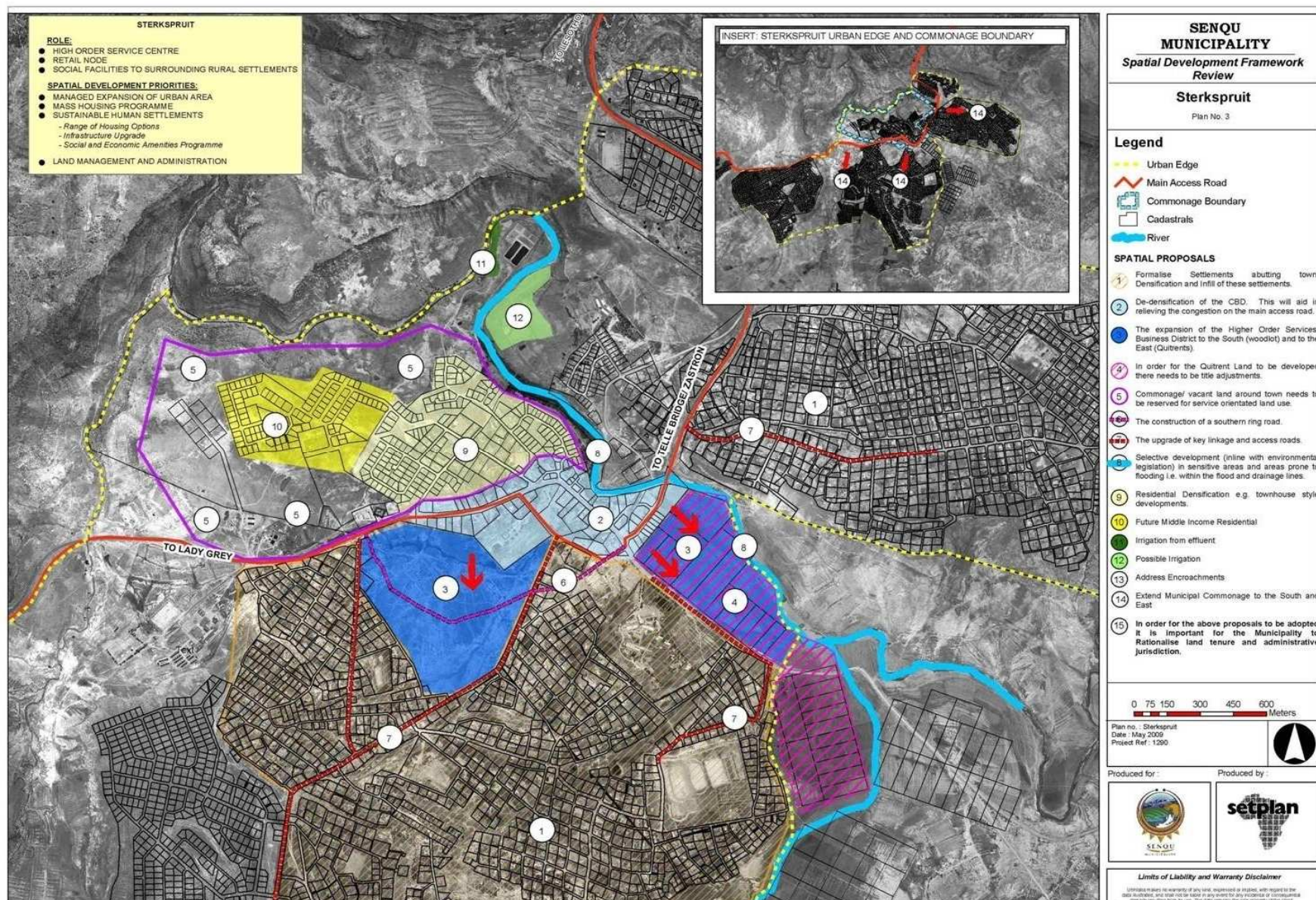


Figure 10: Senqu Sustainable Development Plan

3.3.3 Spatial Development objectives and strategies

The strategic desired spatial form and spatial development objectives of the District can be summed up as follows:

- ◆ Identify and prioritize areas of greatest need
- ◆ Systematically link services and services supply networks to optimize efficiency
- ◆ Focus on involvement of all relevant stakeholders.
- ◆ Consolidate and densify settlements where appropriate.
- ◆ Promote the integration of sprawling settlements.
- ◆ Prioritize maintenance and upgrade of strategic link routes.
- ◆ Identify nodes and products (i.e. agric produce) that require linkage.
- ◆ Identify and prioritise areas where the need for improved access is greatest.
- ◆ Prioritise maintenance and upgrade of strategic link routes.
- ◆ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation.
- ◆ Support land reform and settlement upgrade initiatives by identifying zones of opportunity according to land needs
- ◆ Implement the principles of Integrated Environment Management.

Table 19 below outlines key spatial issues objectives and corresponding development strategy guidelines.

Table 19: Spatial Key Issues, Objectives and Strategies in the District

Key Issue	Objective	Strategy
Addressing Basic Needs	Ensure availability of minimum acceptable level of infrastructure and services throughout the DM Improved capacity in service delivery.	Identify and prioritize areas of greatest need Systematically link services and services supply networks to optimize efficiency Focus on involvement of all relevant stakeholders.
Overcoming Spatial Fragmentation	To create an efficient and integrated settlement pattern in Joe Gqabi.	Consolidate and densify settlements where appropriate. Promote the integration of sprawling settlements. Prioritize maintenance and upgrade of strategic link routes.
Ensuring Good Linkages and Access	Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services.	Identify nodes and products (i.e. agric produce) that require linkage. Identify and prioritize areas where the need for improved access is greatest. Prioritize maintenance and upgrade of strategic link routes.
Managing Land Use	An appropriate Land Use Management System in operation across the DM Security of access to land for development	Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation. Support land reform and settlement upgrade initiatives by identifying zones of opportunity according to land needs
Managing the Environment	Adhere to sound environmental practices in line with legislation. Protect environmentally sensitive areas	Implement the principles of Integrated Environment Management.

3.3.4 Development nodes and corridors

Figure 11 below depicts development nodes within the District. These are substantially informed by the strategic direction of the District and the 2007 Growth & Development Summit.

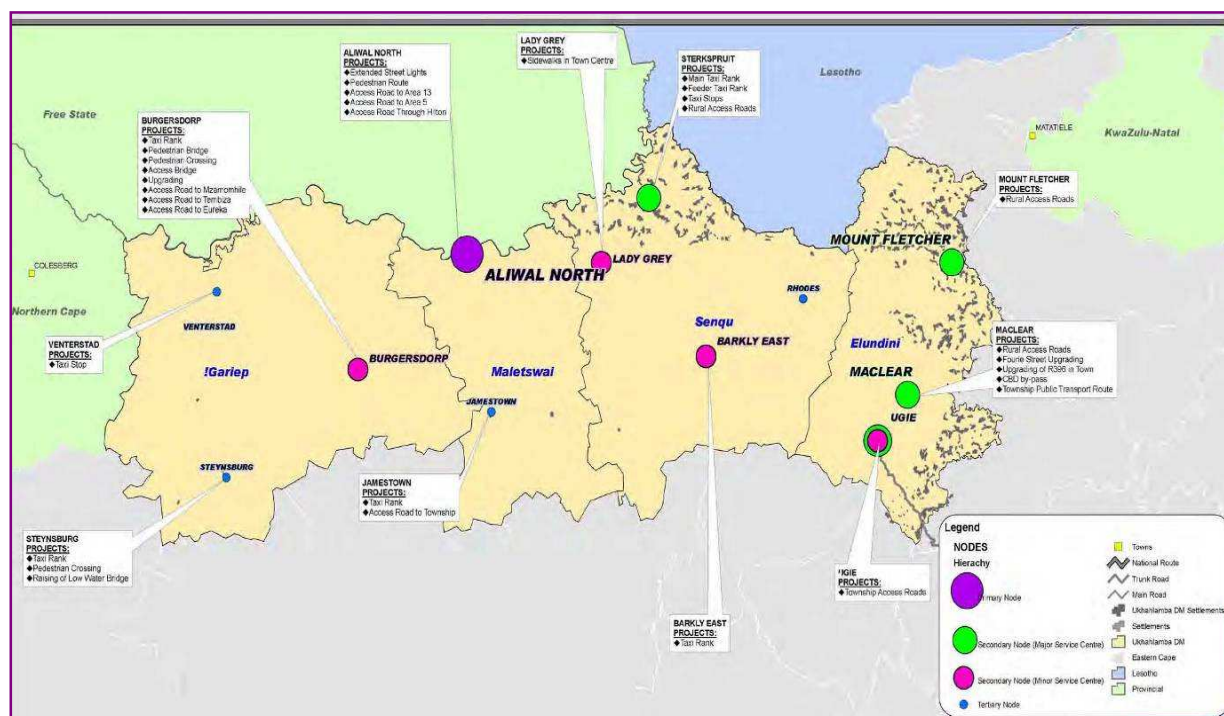


Figure 11: Development nodes and proposed investment within the District

In relation to the Municipal Services Upgrading Programme, the proposed hierarchy of urban settlements, distinguished as “Urban Nodes”; Aliwal North is the Primary Node in the District. Secondary Urban Nodes (Major Service Centres) are identified as: Sterkspruit, Ugie, and Mount Fletcher & Maclear. Secondary Urban Nodes (Minor Service Centres) are identified as: Burgersdorp, Lady Grey and Barkly East.

The Municipal Services Upgrading Programme further identified *rural nodal settlements* (that is, rural settlements of relatively higher importance in relation to their accessibility and potential for further development of facilities to serve surrounding communities). In the Sterkspruit sub-region of Senqu Municipality these are Ndofela, Qoboshane/Telle-B, Hillside-E and Herschel. In the Mount Fletcher sub-region of Elundini Municipality these are Mangolaneng, Katkop and Ngcele.

Through the Access and Linkages Programme the District has identified *Development Corridors* as depicted in figure 12 below, as being the most important transport routes within the District. These nodes are categorised by their specific or potential defining function in terms of developmental objectives as either mobility routes or special routes (e.g. tourism routes).

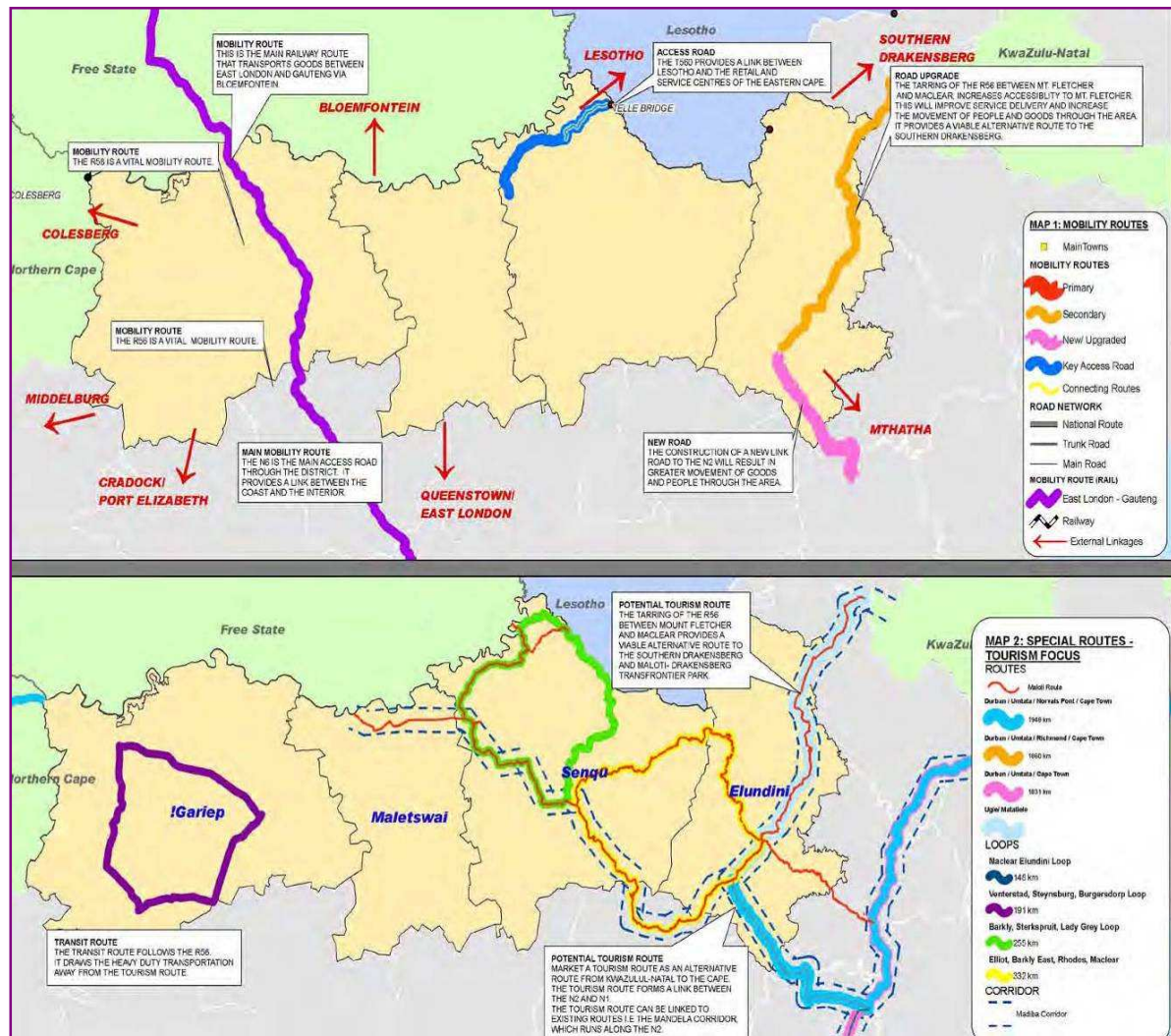


Figure 12: Key Development Corridors

The main tourism corridor identified is the so-called Madiba Corridor, which links the Joe Gqabi District to the current Madiba route via the new Ugie -Langeni road and extends it to the north-west along the R58 to Aliwal North, and along the R56 to the north-east through Mount Fletcher to the Maluti - Drakensberg National Park area.

Special Development Areas as depicted in figures 13 have been identified as areas where specific development or potential for development based on a comparative advantage is noted as warranting strategic investment and institutional support.

These areas are also defined on the basis of the Priority Programmes in the following manner:

- ◆ Areas within the Elundini Municipality and focusing on Ugie and Maclear are identified as the main focus areas for the Timber Programme;
- ◆ Areas around Venterstad and the Gariep Dam identified as a Special Tourism Development Area;
- ◆ The area incorporating the highlands and including the towns of Lady Grey, Rhodes, Barkly East, Maclear and Ugie, Dam identified as a Special Tourism Development Area; and

- ◆ Basic Needs and the upgrade of infrastructure, roads and social facilities remains a priority in the former Transkei areas of Herschel and Mount Fletcher sub-regions as shown in figure 13.

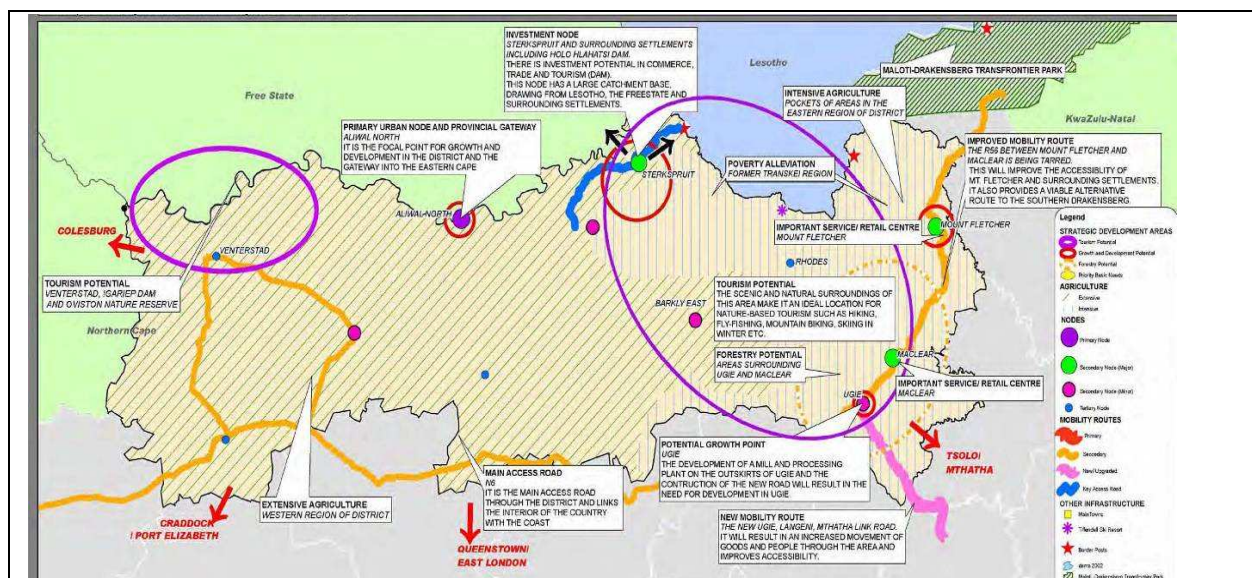


Figure 13: Special Development Areas

The Land Use Management Guidelines contained in the District SDF provide the Local Municipalities in the District with land use directives for the further elaboration on the local and land use management principles.

Proposals related to further implementation of spatial planning and land development, being made up of:

- ◆ A proposed “shared service” approach to the provision of spatial planning and land use management services in the District;
- ◆ The focus being placed on the distribution of a Land Use Management Procedures Manual and associated training for Local Municipal officials; and
- ◆ The identification of some key actions and/or projects for implementation, in order to add detail to the District’s development initiatives and investment programmes.

3.3.5 Local municipal spatial development frameworks

The Spatial Development Frameworks for the Local Municipalities (Maletswai, Elundini and Senqu) follow the schema proposed by the PSDP in identifying a hierarchy of settlement and specific areas for special development investment. A brief description of each local municipality is provided below.

3.3.5.1 Maletswai local municipality

The following areas were identified as key areas for development in the Maletswai Municipality:

- ◆ **Tourism Potential:** the Aliwal Hot Springs, the Buffelspruit Nature Reserve, local heritage resources and the generally attractive natural beauty of the area allied to its locality relative to inland markets (the Free State) suggest that the Maletswai area can continue to market itself in relation to tourism development. However, linkages to other areas are important as the potential for Aliwal North to be a sole destination appears limited.

- ◆ The status of Aliwal North as a regional service centre for goods and higher order services such as medical facilities and education needs to be enhanced by appropriate planning and facilities development.
- ◆ In order to capitalise more on passing traffic, the aesthetic enhancement of the Jamestown CBD along the N6 route could be a key factor in attracting business.
- ◆ Industrial land in Aliwal North that is vacant remains a potential for development. However, the peripheral location of the town relative to major markets and centres of economic development suggest that this opportunity remains a relatively limited one in the short-medium term.

3.3.5.2 Senqu local Municipality

The Senqu Spatial Development Framework highlights the roles played by various settlements in the area and identifies key spatial development priorities, as follows: -

- Sterkspruit:
 - ✓ Key role as a high order service centre.
 - ✓ The need for Land Management and Administration.
 - ✓ Linkages between the town and the surrounding settlements.
- ◆ Rural Settlement Nodes, whose linkages to Sterkspruit need to be strengthened and whose accessibility to surrounding settlements must be enhanced in order to provide efficient localities for the provision of higher order facilities in the rural areas:
 - ✓ Ndofela
 - ✓ Qoboshane/Telle-B
 - ✓ Hillside-E
 - ✓ Herschel
 - ✓ Tourism Potential in Senqu
 - ✓ Holo Hlahatsi Dam
 - ✓ Tourism Nodes – Rhodes, Tiffindell, Barky East and Lady Grey
- ◆ Functional Linkages
 - ✓ The road linking the Eastern Cape (South Africa) and Lesotho, via Telle Bridge.
 - ✓ The road linking Barkly East to Rhodes is also significant from a tourism perspective.
 - ✓ With regards to access to external markets and services, the road linking Aliwal North to Lady Grey is particularly significant.

3.3.5.3 Elundini local municipality

The following areas were identified for special development investment.

- ◆ Transport Corridors - Development needs to be controlled and managed along the upgraded transport corridors in Elundini. These being the;
 - ✓ Ugie-Langeni Road,
 - ✓ Maclear-Mt Fletcher Road.
 - ✓ Urban Areas: - Ugie, Maclear and Mt. Fletcher
- ◆ Timber Cluster Forestry - The proposed establishment of a timber cluster in Ugie will be the largest in the Eastern Cape Province. It is expected to provide 3000 jobs to the local community. There will be economic spin-offs and increased demand for housing and services in the Neighbouring Towns. There needs to be provision for this growth.

- ♦ Tourism - The scenic beauty of the surroundings provide the opportunity for eco-tourism such as hiking, trout fishing, bird watching, and associated activities. There are also opportunities for cultural tourism with the presence of rock-art. The towns of Ugie, Maclear and Mt Fletcher form part of the Maluti Tourism Route. There is a proposed Tourism Loop, which passes through Elundini, providing an alternative link from Durban to Cape Town.
- ♦ Needs Based - The areas worst off (settlements in the former Transkei) require priority basic needs intervention.

3.3.5.4 Gariep local municipality

The Gariep Spatial Development Framework highlights the settlement hierarchy in the municipal area as comprising:

- ✓ Burgersdorp (defined as a secondary node – Minor Service Centre)
- ✓ Steynsburg (defined as a tertiary node – Minor Service Centre) and
- ✓ Venterstad (defined as a tertiary node – Minor Service Centre and Tourism Node)

3.3.6 Land for future development

The land tenure system influences the type and extent of development in certain areas and therefore impacts spatially on the Municipality. Historical factors i.e. resettlements and forced removals, result in the issue of land rights being both complex and sensitive. Strategies to unlock land for future development are summed up in table 20 below.

Table 20: Unlocking land for future development

Key issue	Objective	Strategy
Basic Needs	<ul style="list-style-type: none"> ♦ Ensure availability of minimum acceptable level of infrastructure and services throughout the DM Improved capacity in service delivery 	<ul style="list-style-type: none"> ♦ Identify and prioritise areas of greatest need ♦ Systematically link services and services supply networks to optimise efficiency ♦ Focus on involvement of all relevant stakeholders
Spatial Fragmentation	<ul style="list-style-type: none"> ♦ To create an efficient and integrated settlement pattern 	<ul style="list-style-type: none"> ♦ Consolidate and densify settlements where appropriate. ♦ Promote the integration of sprawling settlements. ♦ Prioritise maintenance and upgrade of strategic link routes.
Linkages and Access	<ul style="list-style-type: none"> ♦ Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services. 	<ul style="list-style-type: none"> ♦ Identify nodes and products (i.e. agric produce) that require linkage. ♦ Identify and prioritise areas where the need for improved access is greatest. ♦ Prioritise maintenance and upgrade of strategic link routes.
Land Use Management	<ul style="list-style-type: none"> ♦ An appropriate Land Use Management System in operation across the DM Security of access to land for development 	<ul style="list-style-type: none"> ♦ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation. ♦ Support land reform and settlement upgrade initiatives by identifying

3.4 Recycling and environmental principles

3.4.1 Recycling initiatives

As far as evaluation and Implementation of Environmentally Friendly Practices is concerned, the recycling programmes that exist within the District are in Elundini - Mt Fletcher, and Senqu - Sterkspruit. Maletswai has been active in attempting to improve services in Aliwal North and has received funding to plan and implement waste recycling initiatives. The District has been the winner of Provincial cleanest town awards for two consecutive years in Lady Grey and Aliwal North respectively.

3.4.2 Small towns revitalisation

The District supported the Senqu municipality in the development of the Heritage Management Plan for Barkly East. The plan seeks to provide for preservation and conservation of heritage sites within the Senqu municipality.

The Sterkspruit sustainability plan is one the programmes that the District seeks to extend to the identified nodal towns within the Districts, including Aliwal North, Barkly East, Maclear, Mt Fletcher, Burgersdorp, Venterstad and Steynsburg.

Cleanest town competitions are conducted in partnership with the Department of Economic Development in the Province.

3.4.2 Environmental Management

Linked to the SDF, the District has developed an Environmental Management Plan (EMP) which was reviewed and adopted by Council in 2011. The EMP also details the State of the Environmental Report (SoER) in the Joe Gqabi area. In general, in dealing with the NSDP, PSDF, District SDF and Environmental Management Plan land development should consider the following environmental principles:

- ◆ **Landscape quality:** All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- ◆ **Urban sprawl:** The development should not contribute to urban sprawl as a result of “leapfrogging” thereby promoting secondary development.
- ◆ **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgement may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centres, etc.) thus creating the need for new a development node.
- ◆ **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the

environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project EIA.

- ◆ **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- ◆ **Agriculture:** Developments should preferably not be permitted on land designated as “**prime and unique**” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas.
- ◆ **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- ◆ **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

A provision for a nominal budget for implementation of environmental management has been made through the Municipal Health Services function. Recycling initiatives are executed in partnership with DEDEA and local municipalities.

3.5 Climate change

The District is guided by the Eastern Cape Climate change strategy in order to proactively respond to climate change matters. As far as climate change matters are concerned, the District's Environmental Management Plan deals with the matters that may lead to climate change at a local level. Within the context of the District, the following are the common anthropogenic sources of greenhouse gases (GHG):

- ◆ Burning of fossil fuels
- ◆ Deforestation
- ◆ Agriculture (enteric fermentation and manure management, rice paddies, fertilisers)
- ◆ Changes to land use and wetlands
- ◆ Landfills and anaerobic sewage ponds
- ◆ Chlorofluorocarbons (CFCs) in refrigeration systems and fire suppression systems

The burning of veldt and fuel wood from *sustainable* sources is not considered as a source of GHG, as CO² is re-absorbed during the subsequent re-growth of vegetation in the area affected. In areas of deforestation, non-sustainable wood burning would be considered as a contributor towards GHG emissions. The following are some likely impacts that JGDM may experience as a result of climate change:

- ◆ Increased temperature
- ◆ Change in rainfall patterns

Some ways in which GHGs can be mitigated in the JGDM are:

- ◆ **Reduce GHG emissions** by decreasing or eliminating fossil fuels and other activities that produce GHGs, such as:
 - ✓ Increasing the use of public transport and more fuel efficient cars will reduce the amount of petrol burned in transportation.
 - ✓ Increasing the efficiency of electricity use at home or in industries will decrease the amount of coal burned in electricity production.

- ✓ Using solar panels or wind turbines to produce electricity without emitting GHGs or switching from fuels that produce a lot of GHGs, like coal, to those that produce less, like natural gas, will reduce GHG emissions from energy use.
- ✓ Preventing deforestation and loss of other functioning ecosystems will prevent carbon stored in vegetation and soils from being released into the atmosphere.
- ◆ **Increase carbon sequestration** which removes CO₂ from the atmosphere, such as
 - ✓ Restoring forests, wetlands, and other ecosystems will remove CO₂ from the atmosphere because plants absorb CO₂ and use the carbon to build their body structures.

The most relevant mitigation measures and areas that JGDM should focus on the use of biofuels, renewable energy, improved waste management and agricultural resource management.

In addition to Integrated Waste Management Plan, the planned Air Quality Management Plan will also strengthen the efforts of the district towards a strategic approach to management of matters that may lead to climate change.

3.6 Future spatial development principles and guidelines

Institutional

- ◆ Establish a sound system for ensuring that spatial planning and land use management is undertaken in a qualitatively sound manner in the District.
- ◆ Given the applicable human resource constraints in the District in this regard (within the District Municipality as well as the Local Municipalities), it is possible that a “Shared Service” approach to this issue may be most fruitful as a way forward.
- ◆ Provide aesthetic and architectural guidelines for urban development in order to inform building control function.

Infrastructure

- ◆ Link development approvals to provision of appropriate level of water services (water supply and sanitation/sewerage system) and waste management services.
- ◆ New development should not be permitted where services availability are limited.

Environment and conservation

- ◆ Ensure environmental issues are considered in the decision making process, as it relates to spatial planning and consideration of projects and developments.
- ◆ Promote eco (nature reserves and game farms) and cultural tourism opportunities.

Tourism

- ◆ Promote tourism destinations as a foundation for tourism development and ensure that aesthetic guidelines are incorporated into land use management procedures in these areas.

Agriculture

- ◆ Agricultural activities should be focused on areas of high agricultural potential.
- ◆ Agricultural projects should be located in suitable areas without compromising natural areas and other environmentally sensitive areas.

SECTION 4: LOCAL ECONOMIC DEVELOPMENT

4.1 Adoption of LED Strategy

The JGDM adopted its comprehensive LED Strategy in 2009. The strategy is being reviewed and will be completed in the 2013/14 financial year. The review is, *inter alia*, informed by the development trajectory of the Council which has identified key economic development programmes that the District and its agency, JoGEDA, should focus on in the next five years. This exercise will further enhance the implementation plan and identify realistic short to medium term projects and the long term projects. The Strategy contains an action plan that details projects to be implemented and indicators as well as a monitoring and evaluation framework.

The LED strategy is appropriate to the existing local economy as the developed objectives and action plans are based on the status quo situation of the District economy.

4.2 District Planning Framework

In response to the National Growth and Development Summit (GDS) held in June 2003 and the Eastern Cape Job Summit in February 2006, the District was mandated to host a Growth and Development Summit and to compile a GDS Agreement. The objectives of the GDS were to:

- ◆ Promote cooperation between all stakeholders and take concerted action to protect, sustain and create jobs and promote growth and development
- ◆ Strengthen and utilise the IDP as a socio-economic planning tool for the district
- ◆ Identify the social and economic development priorities and key skills needs in the district
- ◆ Provide and leverage the resources necessary to grow and develop the social and economic potential of the district
- ◆ Base all programs on the principle of people-centred development
- ◆ Target jobs, growth and development strategies, skills development initiatives and service delivery.

The basis of the GDS agreement that was signed by key stakeholders at the summit is the eight key anchor projects that were defined through the IDP process and the pre-summit process, to drive growth and development in the District over the next five to ten years. These priority programmes relate back to the strategic goals of the District. The eight anchor programmes are:

- ◆ The timber cluster development programme
- ◆ Maximizing tourism potentials in the District area
- ◆ Development programme for maximizing agricultural potentials
- ◆ Eradication of backlogs in water and sanitation
- ◆ Service upgrading in primary and secondary towns, key rural nodes and mobility corridors
- ◆ Improvement of access and linkages to basic services to support the economy
- ◆ Creation of a secure social safety net

- ◆ Governance and administration development programme

4.3 LED Strategy Objectives

The District LED Plan is based on the National Local Economic Development Framework, Growth and Development priorities as agreed upon by the social pact and compact, the PGDP pillars as well as the National Spatial Development Perspective principles. This is further entrenched in the activities of the clusters (government Departments, organs of the state and donors) and all the IGR structures operating in the District. The LED plan is based on the existing information emanating from the policies as reflected upon above. The objective of the LED Strategy is to contribute towards meeting the following targets:

- ◆ Reduce by 60-80% the number of households living below the poverty line
- ◆ Increase the number of jobs created locally through all municipal-run capital projects
- ◆ Increase the percentage of budget spent on implementing economic development programmes for a particular financial year in terms of the IDP
- ◆ Stimulate economic growth through government and private sector investment
- ◆ Increase the proportion of development activities that take into account the interests of vulnerable groups (i.e. women, elderly, youth and the disabled)
- ◆ Increase the amount of funds injected to the District Municipality by sector Departments and other development agencies.

4.4 Platforms for Stakeholder and Community Participation

A number of LED related stakeholder forums existed during the year including the Agricultural Forum, District Support Team, LED forums at local municipalities, Tourism Working Group, Local Tourism Organisations at the local municipality level and community tourism organisations in each town. Business chambers within the District include Maletswai Chamber of Commerce and Sterkspruit Business Chamber. A Round Table Forum which deals with developments around the PG Bison area in the Elundini municipality is also in existence.

The following platforms or means are utilized for participation:

- ◆ Government Departments , community, donors, economic and infrastructure cluster Members
- ◆ Community Based Planning, representative forum, steering committee,
- ◆ Area Based Planning , District Led Forum, Co-operatives forum, SMME forum
- ◆ Tourism organizations , P. G. Bison Elundini forestry forums
- ◆ Joe Gqabi Agricultural Forum, Land Reform Screening Committee, District Support Team.
- ◆ Elundini Economic Development round table forum

4.5 LED Implementation Plan

The implementation of the strategy of the District seeks to enhance the strengthening the monitoring and evaluation role of the various forums currently operating in the District, particularly the District LED Forum, District Support Team, District Agricultural Forum, District Tourism Organisation for joint planning and

information sharing. The capacity of the District to implement the strategy has also been identified for enhancement. The establishment of Local Action groups below the District Support Team which would facilitate and support the District Support Team at a local municipality level has also been identified for intervention.

During the next five years, the District will focus on the following economic development programmes which depend on the support and cooperation between various stakeholders and strategic partners:

- ◆ Small town revitalisation (Sterkspruit vision 2016, Ugie, Maclear and Mt Fletcher)
- ◆ Local supplier development programme
- ◆ Tourism and heritage routes development
- ◆ Irrigation schemes (Senqu , Maletswai and Elundini)
- ◆ EPWP, CWP and Mass job creation
- ◆ Elundini, Gariep Residential Housing Project
- ◆ Business Incubation Hubs
- ◆ Elundini Maize Meat Hub
- ◆ Youth development initiatives (including other Special Groups)
- ◆ Aliwal Spa Resort
- ◆ Aliwal Private Hospital
- ◆ Vision 2016 for Sterkspruit
- ◆ Senqu Plastics

The District Strategy is implemented using a combination of both existing internal and external structures within the municipality. The primary external delivery structure that will support the Strategy will be the Joe Gqabi Economic Development Agency, JoGEDA. The following are programmes that are prioritised for JoGEDA to implement over the next five years:

- a) Aliwal Private Hospital / Joe Gqabi Memorial Hospital
- b) Aliwal Spa & Gariep Tourism Development
- c) Senqu Plastics Manufacturing
- d) Business Incubator Hubs
- e) Elundini Integrated Middle Income Housing Development – Maclear, Elundini
- f) Maize-Meat Hub Feedlot
- g) Senqu Commercial Property Development

A brief description of each of these projects is outlined below.

a) Aliwal Private Hospital / Joe Gqabi Memorial Hospital

The project involves the development of a 150-200 bed Private Hospital in Aliwal North. The project was conceptualised as part of a process of filling a big gap that exists in Joe Gqabi District for a state-of-the-art healthcare facility that would complement the public healthcare facilities currently operational in the area.

The Private Hospital would be privately owned, funded and managed. The designated site / land for the private hospital is currently owned by Maletswai Local Municipality. The land has not yet been independently valued. It is in the process of being rezoned for institutional use. The Prefeasibility Report prepared to cover certain elements of this envisaged development recommended that the District use the land as a lever to negotiate and ensure its economic participation in the envisaged development, as the project would deliver requisite services and infrastructure to the District.

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region through:

- ◆ Access to healthcare for many.
- ◆ 200-250 Bed health facility.
- ◆ +-R250m Capital injection.
- ◆ Employment creation +- 100 permanent jobs
- ◆ Inward migration.
- ◆ Skills development.
- ◆ Revenue enhancement for Maletswai Local Municipality.
- ◆ Enhanced economic development and investment into the region.
- ◆ Improved infrastructure development.
- ◆ Financial sustainability for JoGEDA.

b) Aliwal Spa & Gariep Tourism Development

The N1 motorway between Johannesburg and Cape Town is one of the most important road linkages in SA. As such the Lake Gariep region and the Aliwal Spa is a significant destination as it is located almost equidistant from Cape Town and Johannesburg.

Moreover, the development of the Aliwal Spa as a key attraction into the Eastern Cape, and the potential for this region has not yet been realized. The Aliwal Spa has undergone several stages of development, from development of pre-feasibility studies, business plans and applications to Treasury.

The Gariep Tourism Development incorporates three tourism centres in the Gariep area: Lake Gariep Resort, JL de Bruin Dam and Teebus development. All these developments have a potential in attracting tourists to the region but product development is inadequate. There is diversity of adventure tourism activities that include a variety of water sports, wildlife and ecotourism.

The socio-economic impact of implementation of this project will be the enhancement of economic development and investment into the region through:

- ◆ Increased tourism demand and numbers of foreign and local visitors
- ◆ Product development
- ◆ Enhanced branding and marketing of the Eastern cape Highlands as a preferred destination
- ◆ Financial sustainability
- ◆ Enhanced economic and investment into the region

- ◆ Improved infrastructure development

c) Senqu Plastics Manufacturing

Senqu Plastics is a poly vinyl chloride (PVC) plastic pipe manufacturing project. PVC pipes are the most used pipe product in the construction, civil engineering, plumbing and general building industries. The product requires a moderate level technology to produce it. The venture can develop the manufacturing capacity in a short space of time. The product itself is environmental friendly.

The plastic pipe market in South Africa is worth about R1.7 billion, and the Eastern Cape Province market is estimated at R245 million. The national market is semi-saturated with about 10 major manufactures. Four of the manufacturers control 80% of the market. The main competitors are DPI Plastics, Marley Pipe Systems, Petzetakis Africa, Amitech and Gazelle Plastics. The four manufacturers altogether accounted for approximately R1.36 billion of sales revenue in year 2006. They are well established and will be formidable rivals.

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region through:

- ◆ Improved infrastructure development
- ◆ Promotion of industrialization and development value
- ◆ Creation of employment for unemployed youth
- ◆ Acceleration of private sector investment into the region

d) Business Incubator Hubs

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region with a view through:

- ◆ Improved spatial distribution of support centres;
- ◆ Supply of regional offices with technically equipped staff;
- ◆ Design of programmes appropriate for the informal economy;
- ◆ Consolidation of business plan and mentoring databases;
- ◆ Improved access to finance; education and training;
- ◆ Developing partnerships to optimise efforts;
- ◆ Allocation of resources towards improving business linkages, commercialisation and improving competitiveness;
- ◆ Implementation agreements to be signed between the partners in order to roll-out.
- ◆ Enhanced economic development and investment into the region.
- ◆ Improved infrastructure development.

e) Elundini Integrated Middle Income Housing Development – Maclear, Elundini

This project involves development of 90 hectares of land in Maclear that was donated to Elundini Local

Municipality by PG Bison/Steinhoff. The land is suitable for middle income housing development. In support of this development, various studies were undertaken by external service providers, Elundini Local Municipality, and JGDM technical teams and concluded that:

- ◆ Bulk services, particularly water, present several challenges. These could only be overcome with increasing supply. Increasing water demand without increasing water supply will lead to increases in water shortages and deterioration in water quality.
- ◆ Risk: Water borne sewerage and septic / conservancy tank system would not function without adequate water supply.
- ◆ Bulk sewerage system is available and currently under-utilised.
- ◆ Bulk supply of electricity available, as a result of ongoing electrical upgrade and implementation of Maclear Master Plan.
- ◆ Project will improve the municipality's revenue base, and provide needed human settlements.

f) Maize-Meat Hub and Feedlot

Primary objective of the proposed business plan is to establish sustainable maize meat hubs in high potential areas in need of economic growth and generation of poverty alleviation. The secondary objectives of the rollout are the following:

- ◆ Identify areas with sustainable maize and cattle potential to create a flow of products through the maize-meat hub
- ◆ Identify and accommodate potential role players to ensure sustainable feed and cattle production
- ◆ Identify and locate all necessary role players for running a maize meat hub successfully
- ◆ Determine the optimum marketing channels for the final product
- ◆ Locate role players who are active in farmer training (crop production) animal production, marketing, financial planning as well as sustainable production practices.
- ◆ Identify and evaluate the infrastructure necessary for a specific maize meat hub in a specific area.

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region with a view through:

- ◆ Enhance economic development and investment into the region
- ◆ Improve infrastructure development
- ◆ Growing the agricultural sector
- ◆ Job creation
- ◆ Food security

g) Senqu Commercial Property Development

Various, multiple commercial property development opportunities in the process of being identified and fully investigated in various areas and towns of Senqu Local Municipality. Various opportunities identified in the following configurations:

- ◆ Small to medium shopping centres;

- ◆ Apartments
- ◆ Townhouses to be sold on sectional title basis, or rented;
- ◆ Rental housing units

Feasibility investigations not yet fully undertaken on any of the identified opportunities. Opportunities are broadly at information gathering stage.

Pre and detailed feasibility investigations to be undertaken by the Development Agency in establishment phase.

4.6 Competitive and Comparative Advantage

The District's stark topography and undisturbed landscapes in conjunction with low reported crime levels, creates the potential for tourism. The District is one of the few mountainous areas within the country and it is the only area in the country with a ski resort. This has a high potential to boost tourism.

There is an important distinction between commercial agriculture (practiced in 80% of the District) and subsistence agriculture (practiced in 20% of the District). In the Gariep, Maletswai and part of Senqu municipal areas, commercial farmers are mainly small stock farmers (sheep and limited numbers of goats) but there is also some cattle farming. There is also some game farming especially to the west and this has positive synergies with the conservation areas of the Nama Karoo (Oviston Nature Reserve). In the wetter Elundini area more cultivation is practised, mainly maize and potatoes mixed with livestock farming.

The District economy is highly dependent on agriculture. Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential.

Communal agricultural is practised in Elundini and to a small extent in Senqu. The remaining area is characterized by commercial agriculture and in some parts forestry. Two areas being investigated for forestry licensing include the Katkop-Elundini area northeast of Maclear and the area surrounding the Ntywenka plantation.

The deterioration of road networks is impacting very negatively on farming in the whole region. Farmers are struggling to get their produce to the markets and farm workers have to pay higher taxi fees due to the bad condition of the roads. The closing down of the railway system also increases transport costs because all inputs and products now have to be transported by road. This places an ever-increasing burden on the road infrastructure.

In the communal farming areas of the Elundini and Senqu local municipalities, maize production is very important out of a food security perspective. Due to the high rainfall in these areas, the potential for maize production is very good, but current production activities are such that very low yields are obtained in the most instances. This is mainly due to a lack of funds for acquiring inputs as well as the absence of mechanization. Projects like the financing of maize production through village banks can be considered as a solution to this problem.

The other main farming activities in communal areas are livestock farming and vegetable production. Poverty, a fundamental lack of skills, and difficulties in accessing loan funding pose enormous challenges in these areas.

Livestock farming is the most important activity with cultivation and cropping of secondary importance. The high incidence of stock theft in the region has forced many livestock farmers to change their focus from sheep to cattle farming. Cattle farming is also less labour intensive, but the returns are normally lower than that of sheep farming.

Livestock in the area is field reared, resulting in a good quality product. Animals that are not sold directly via marketing agents for slaughter often leave the area for feedlots close to the main markets of South Africa. Most livestock is sold to markets outside of the District. The continued incidence of stock theft (and deaths due to small predators) has resulted in many farmers changing their focus from small stock to large stock (cattle) and game which require fewer input costs and are relatively easier to manage.

The District is one of the major wool producing areas in the country. Wool is transported to Port Elizabeth for sale. Wool is sold into a global market and it has been difficult in the past to make an impact in this area. Wool processing (in Maletswai - which is advantaged by the N6 link to East London, and Gariep), livestock husbandry (Elundini and Gariep), maize (Elundini, and Senqu) and dry land Lucerne (Senqu) have all shown signs of being suitable. However, commercialising these activities and enhancing productivity remains a major challenge. The relative humidity (particularly in Senqu and Elundini) and abundance of water creates the potential for forestry (wattle) enterprises in Elundini and for an expansion of the irrigated agricultural sector, provided the supporting infrastructure is available.

Crop farming in Elundini area has high input costs (fertilizer, irrigation, harvesting) and tends to be quite labour intensive due to the low level of mechanization (such as potato harvesting). There is very little processing of agricultural products in the District. The downsizing of the commercial dairy in Aliwal North has reduced milk that is processed locally. This has resulted in a collapse of the local dairy industry and only those strong enough, and with sufficient capital have been able to transform and process their own dairy products.

Niche markets are starting to develop but are still in their infancy, such as walnuts along the Orange River and berries in Barkly East. There are also investigated potentials for soya beans, sugar beet and rape in Elundini.

Farmers having obtained land through land reform are struggling in the District. They lack farm infrastructure, often carry large debts, cannot afford input costs, are fearful of risks involved in agriculture, do not carry sufficient stock to make the enterprise viable and often lack skills and experience.

On the communal land, there are different types of farming taking place. There is subsistence farming, which tends to be hand to mouth involving small amounts of cultivation, low input costs and little profitability. There is a lack of access to farm infrastructure such as fencing, water points, tractors etc. There is still a shortage of agricultural facilities such as dipping tanks, loading ramps, sheds, water points and fences.

Commonages are agricultural areas around towns that are reserved for use by the poorest of the poor and which are owned and controlled by municipalities. These areas are very poorly managed, extensively

overgrazed and poorly maintained. Commonage agriculture tends to be very biased towards large stock owned by men. Women have very little access to commonage areas.

Plans have been developed for the development and management of some commonage areas. However, challenges relating to stakeholders participation and cooperation remains a challenge.

4.7 Land Reform

Although PLAS should be the major tool in accelerating land acquisition and redistribution, it is important that the other redistribution programmes (LRAD, State Land Disposal, and Commonage Extension) be also accelerated. Similarly, rural restitution settlements also need to be urgently completed.

Pre-requisites for an accelerated, sustainable redistribution programme in each Local Municipality are to:

- Complete a land needs survey;
- Quantify the 30% target in hectares as illustrated in table 21 below;
- Locate the LR focus areas as identified in Chapter 5;
- Identify farms for sale with the help of farmers / farmer's associations/ Agri-EC;
- Identify and match potential beneficiaries to farms.
- 30% target in hectares per local municipality to 2014

Table 21: Land Redistribution

	GARIEP	MALETSWAI	SENQU	ELUNDINI	JGDM
30% TARGET (ha)	263 500	129 000	166 000	61 000	620 000
per annum	52 000	26 000	33 000	12 000	124 000
Number Farms per annum	26	10-15	25	6-10	75
Acquisition Cost per annum (R2500/ha)	R132 mill	R65 mill	R83 mill	R30 mill	R310 mill per annum

The potential land redistribution projects within the Joe Gqabi District are shown in table 22 below.

Table 22: Potential projects in Joe Gqabi district

Municipality	Name of the Project	Project Description	Funders	Economic Sector
Elundini	Tofile CPA			Agriculture
Elundini	Mapikana CPA			Agriculture
Elundini	Southern Storm Properties 244			Agriculture
Senqu	Holo Hlahatsi Dam Irrigation	Crop production		Agriculture
Senqu	Mangali Agricultural Project			Agriculture
Senqu	CW Properties			Agriculture
Maletswai	Nutri Gardens	Crop production		Agriculture
Gariep	Lake Gariep Irrigation	Crop and fodder production		Agriculture
Elundini	Umnga Farmers' Cooperative	Livestock and crop production	Thina Sinako	Agriculture
Elundini	Elundini Livestock Improvement Programme		Private - TEBA	Agriculture
Elundini	Masifuye Farmers Project	Livestock and crop production		Agriculture

Municipality	Name of the Project	Project Description	Funders	Economic Sector
Elundini	Woolclip Project	Wool production	WGSA	Agriculture

Source: AREA BASED PLAN 2010

4.8 LED Marketing and Communication

The District is in a process of developing a Marketing Strategy for the whole institution which will also cover matters concerning tourism development. The challenges confronting the District can be summed as follows:

- The biggest challenge facing the development of tourism in the District is the quality of roads and the area's accessibility.
- Few community based tourism enterprises have not succeeded and have not been sustainable, mainly due to a lack of skills, a lack of market, high establishment costs and community challenges.
- There is very little being invested in tourism development where there has been investment by government in tourism development it has not necessary been sustainable, well planned and executed.
- As tourism organisations are usually run by volunteers and the tourism industry is not yet a large income generator, it is difficult to keep people involved and driven, especially for issues that may not directly benefit their own tourism establishment. Lack of long term commitment to tourism is a significant challenge. For more information please refer to the tourism plan

4.9 SMME and Cooperatives

The institution has developed an SMME and Cooperatives Strategy which was adopted by Council in 2010. The strategy contains a clear action plan and targets. A process to review the strategy is underway.

Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented.

4.10 Institutional Arrangements

The JGDM has a responsibility for ensuring that local economic development does occur within its area. The economic and infrastructure cluster is in place and functional. Joe Gqabi District Municipality has an LED Section within the Office of the Municipal Manager. The Section is catered for in the organogram. Currently the Section is composed of the LED Manager (socio-economic development manager), three coordinators (agriculture, forestry, and socio-economic development), Economic planner and an administrator.

The Department of Economic Development and Environmental Affairs and Tourism, offers and facilitates the implementation of the following programmes:

- ♦ LED projects and Enterprise Development
- ♦ Business Facilitation and Development

LED is mainstreamed within the institution and all Departments and organizations have a role to play in the creation of an enabling environment.

4.11 Joe Gqabi District Municipality GDS

Table 23 below reflects the achievements of the District Municipality and its key stakeholders though only highlights are reflected and not an exhaustive list.

Table 23: GDS progress to date by Joe Gqabi District Municipality

Priority programme	Action to be taken	Progress to date
Timber cluster	Fast-track access to suitable housing, healthcare, public transport, recreation, water and sanitation in support of the Ugie-Maclear Forestry development, and in anticipation of a significant influx of people into the area in anticipation of the 3000+ jobs.	Water and Sanitation is being implemented but there is still a need to still upgrade the PHC. Housing has been provided but there is still a need for more housing. The land for the PHC had been identified by the Elundini LMP Public Works will be informed as they are the ones who will construct the PHC.
	Installation and commissioning of water and sanitation to the PGBison Plant and residential development needs.	Fully operational.
	LED strategy for Elundini municipal area.	Completed. In the process of reviewing LED plan.
Tourism Cluster	Create a dedicated fund for the upgrade and maintenance of tourism infrastructure, and roads.	Ongoing lobbying of relevant sector departments. Signage has been improved and put up by Department of Transport on the R56 and R58 routes.
	Expedite the revitalization of Aliwal North Spa.	Currently DEAT funding is utilized to upgrade Aliwal SP. A JoGEDA project in the process of identifying potential investors. Phase one of DEAT funded project complete. MLM sourcing funding for Phase 2.
	Establishment and revival of functional tourism institutions such as District, local and community tourism organizations.	LTO's are functioning on varying degrees. CTO's operational in most towns except for Elundini. Tourism working group established by JGDMin the absence of a DTO.
	Improve Tourism expertise in municipal institutions.	Ongoing
	Develop a District tourism strategy	The tourism strategy was completed and adopted in October 2009. The District tourism strategy is being implemented accordingly and is in the process of review.
	Improve data management around tourism and undertake research around tourism in the Joe Gqabi District.	Database has been developed of tourism establishments, heritage sites and places of interest as part of the implementation phase
	Identify and collect information around heritage sites within the District area, and motivate for their declaration as heritage sites.	Heritage Management Plan for Barkly East developed. Museums Strategy developed for district wide Museum completed. Potential heritage sites have been identified. In the process of establishing a Heritage Aesthetics committee for Senqu LM and this is to be rolled out across the district.
	Initiate and prioritize processes that will lead in the identification of issues and opportunities arising from the 2010 World Cup	Workstream established. The District is doing coordination. Successful.
	Collaborate on destination planning, product development, quality management and marketing the District as a tourism destination.	Forms part of the tourism strategy. Completed and in the process of implementation. 'Eastern Cape Highlands' brand launched successfully at Indaba and other relevant shows. Website has gone live. The strategy which is a guideline for tourism and marketing initiatives is in the process of review and has been successfully implemented and fewer goals that have not been met. All LMs branded and websites registered, VICs operational etc.
	Set targets for mainstreaming into tourism enterprises.	Mainstreaming strategy should be implemented this year.
	Drive the processes around the amalgamation and possible expansion of provincial parks around the Gariep dam initiative and explore possibilities around the expansion and coordinate development with the adjacent provinces.	JoGEDA project in the process of appointing a Service Provider to conduct research and develop a feasibility study.
Agricultural cluster	Expand support for emerging farmers and household food production	District is implementing livestock programme-

Priority programme	Action to be taken	Progress to date
er	duction through efficient implementation of massive food production programmes, homestead food production and livestock improvement programmes.	will be finishing this year. The implementation of massive food and household production programmes implemented by ASGISA-EC and the Department of Agriculture, Forestry and Fisheries. Livestock Improvement Programmes had been implemented in Elundini and Senqu Local Municipalities, co-funded by the JGDM and Teba Development. The implementing agent was Mngcunube cc, the programme targeted communal areas of Mount Fletcher (Elundini) and Sterkspruit/Herschel (Senqu). Massive food production was piloted in communal areas of Mount Fletcher was funded by the Department of Rural Development and Agrarian Reform, whereas in Mqokolweni Ward 6 was funded by Joe Gqabi District Municipality. Household food production was funded by both Department of Social Development and the Department of Rural Development and Agrarian Reform.
	Increase investment in agricultural infrastructure.	The Agricultural Sector Plan has been developed. Funding proposal was submitted to the Department of Rural Development and Land Reform for the rural infrastructural development programme, still awaiting response.
	Establishment of an all-encompassing District wide agricultural structure	The District Agricultural Forum established and functional, but still having a challenge with the agricultural forums in Local Municipalities, they need to be revived. Local Municipalities are engaged in a process of reviving Local Agricultural Forums.
	Implement SDF, Land Use Planning, Management and Land Care programmes in the District that seek to preserve the natural wealth of the land.	Spatial Development Framework for the District reviewed. As part of the Land-Care and Rehabilitation Programme, the JGDM requested funds from the Department of Rural Development and Land Reform to eradicate alien species in the CRDP site (Ward 6 of Elundini Local Municipality). Funds to a tune of R 1 750 000.00 had been obtained from DRDLR, but will be shared and utilized by Elundini and Mhlonthlo LM's respectively.
	Investigate the Umzimvubu Mega Basin Programme.	Elundini and JGDM working together with Mhlonthlo and ASGISA. As part of the Umzimvubu Mega Basin Programme, Environmental Coastal Services was commissioned by ASGISA-EC to conduct feasibility study and Land Use Plan for the focus area along the Tsitsa River banks specifically for communities under Elundini and Mhlonthlo Local Municipalities. The final document of the Tsitsa River Basin has been developed and presented to the Elundini Local Municipalities, including the members of the Project Steering Committee.
	Cognizance of environmental issues are taken into account in planning, implementation and monitoring of all programmes	Development of an Environmental Plan has been completed.
	Enforce compliance with environmental legislation and by-laws along the lines of best practice.	By laws under review in some municipalities. Implementation and compliance still a challenge.
Water and Sanitation	Lobby National Government for additional MIG funds.	Motivation submitted - ongoing
	Enhance capacity local government to plan, project management, implement and spend funds effectively and efficiently for water and sanitation service delivery.	Resources obtained to support a process of improvement of effective water and sanitation delivery.
	water and sanitation backlog eradication	Bucketer eradication target achieved, cannot meet the water target 2012. External funding sources are being explored.
Municipal Service upgrading	Upgrade and refurbish water and sanitation infrastructure	Maximum budget being given for water and sanitation infrastructure.
	Ensure efficient and effective operations and maintenance of water and sanitation infrastructure	
	Facilitate the provision of mass housing programmes and create	District providing water for housing projects.

Priority programme	Action to be taken	Progress to date
	Establish sustainable human settlements in their areas of jurisdiction	
	Implement environmental management systems in their areas of jurisdiction	Reviewing the environmental management plan.
	Develop by-law on land management and administration for their areas of jurisdiction and develop systems for the management and expansion of urban area	
	Planning for middle income housing in the primary and secondary nodes	Water and sanitation being planned for urban expansion
	Improvement in health and hygiene among hawkers through training and monitoring.	Programme underway.
	Enforcement of by-law to create a conducive trading environment for the retail sector.	Municipal Health services are recurrently implementing by-laws that relate to health and hygiene.
	Improve capacity among municipalities to enforce by-laws.	Little progress as yet, EHP strained as peace officers.
Access and linkages	Increase the number of Thusing (Multi-Purpose) Service Centres in the District.	Included in the communications plan.
	Support the local media in the dissemination of information.	Budget suggested for the new year to increase use of local media.
	Prioritize road infrastructure as the basis for economic growth.	Included in the roads plan.
	Participate in the District roads forum as coordinated by the JGDM.	Underway.
Social safety net	Remain organized, increase their representation, improve their lobbying skills, and undertake their own fundraising.	District structures still functioning to varying extents. JGDM Social Cluster fully functioning.
	Issues of vulnerable groups are integrated or mainstreamed into their programmes.	Mainstreaming strategy complete.
	Integrate and mainstream HIV and AIDS in all programmes.	Is a part of the mainstreaming plan.
	Develop a District multi-sectoral plan for HIV and AIDS	Strategic plan for the next 5 years in place.
	Develop and implement workplace HIV and AIDS programmes, and extend these into the community where the employee reside.	EAP planned in the budget and in the organogram. EAP activities in place.
	Implement the labour-intensive Expanded Public Works Programme (EPWP) in rolling out the priority projects and programmes in this agreement.	DM implementing: contractor on water and sanitation projects
	Develop a coordinated EPWP programme	Limited information from all sectors.
	Intensify skills development and skill transfers within the EPWP.	Limited information from all sectors.
	Develop a cooperative development and support strategy.	Sourced funds from Thina Sinako for a strategy to be undertaken by the cooperatives organization. National LE D strategy emphasizes the use of cooperatives so further development is needed. Latest strategy aligned to provincial strategy developed and in the process of being implemented. The development plan is being successfully implemented in partnership with JGDM and SEDA.
	Promote cooperatives as a form of enterprise in the District and agree to procure goods and services from cooperatives where possible.	Strategy should deal with this – SCM to procure local. The development plan is being implemented and Co-operatives being registered and receiving Non-Financial and Financial training from SEDA and NYDA. JGDM assisting Co-operatives with skills training – in progress.
Governance and administration	Developing and strengthening disaster risk management and mainstreaming disaster risk assessment into strategic development programmes.	Workshop held around disaster management to improve understanding. Framework plan being updated.
	All stakeholders agree to participate in Disaster Management Forums	Poor attendance at meetings at present.
	Strengthening the District and local municipality IDPs.	Capacity is being provided: training and funding.
	Improving the operation of the IGR structure in the District area.	Structures nearly all established.
	Implement a pilot community-based planning process for planning and IDP development at local municipal and ward level	Implemented.
	Strengthening public participation in all matters of municipal planning and governance through training of ward Councilors	Ward committee functioning funding is provided. Public participation funding is suggested and budgeted for

Priority programme	Action to be taken	Progress to date
	nd officials and strengthening community capacity.	
	Revised Local Economic Development (LED) Strategy	In progress.
	Fill section 57 posts and critical service delivery posts by July 2007.	All underway.
	Review municipal organograms in line with powers and functions and objectives of this agreement.	
	Accelerate the implementation of workplace skills plans within the public service.	
	Arrange economic development training for the representatives of all stakeholders to further understanding of economic development within the District.	District Support Team established; Extensive training received by various LED official and Councillors throughout the district through the Thina Sinako LED support programme.
	Develop a skills retention strategy for the Joe Gqabi District.	The Strategy was adopted by Council in March 2011
	Identify and agree on the skills needed for growth and development across the priority sectors in the District.	Skills plan completed, the Skills Forum established, alignment to NSF and JIPSA established, PPPs participating in programme.
	Finalize a District skills development plan,	JoGEDA co-ordinating and facilitating the "bridging the Skills Divide" session
	Establish a District Skills Development Co-ordinating forum	with all relevant stakeholders in the Education and business sector. JoGEDA to facilitate with the support of JGDM (Skills and Social Cluster Forums), during early part of 2013.
	Facilitate learnerships in the identified sectors	
	Increase investment within public and private sector in apprenticeships, internships, and skills programmes.	
	Engage the higher education sector and Thina Sinako around research, knowledge management, and best practice in growth and development.	Engaged ECSECC and Thina Sinako, and tender out for best practice recording. SALGA is in the process of sharing best practice with Municipalities at workshops.
	Local procurement of goods and services.	In the current SCM policy and LED strategy.
	Develop and implement a supply chain management and procurement policy that targets local contractors and	Must be in the review of the SCM policy and LED strategy.
	Implement national economic empowerment Sector Charter targets and agree to adhere to the principles of Broad Based Black Economic Empowerment.	Used in the SCM policy.
	Improve registration of businesses operating in the District and ensure payment of taxes and levies through use of local government by-laws.	MHShas a database and is able to certify businesses-- the payment of this is still an issue.
	Expand business affiliation network to all sectors in business, resulting in municipal wide and then District wide business structures	District in process of engaging key role players about the matter. Currently functional Business Chamber and NA FCOCC. Through the successful Maletswai BR&E Programme, the business chambers are looking at forming a Business Council. SEDA agreed to assist JGDM with District wide Business Chamber/Forum. SEDA to assist JGDM with the establishment of a district Business Forum during 2013.
	Implement the principles of Batho Pele and zero-tolerance of corruption, characterized by the desire to provide quality services.	Workshops with municipal officials on Batho Pele undertaken.
	Implementing the national LED guidelines.	District activities in line with the policy.
	Promote the creation of sustainable decent jobs.	SCM and HR practices in place.
	Small Enterprise Development Agency (SEDA) commit to establishing an office in Joe Gqabi.	SEDA established with the support of JGDM. Satellite offices manned in Maletswai; Senqu and Gariep, Elundini staff member to be appointed.
	All stakeholders commit to implementing the national LED guidelines	Underway with support from DST. New National LED Framework to be released during 2013.
	All Municipalities, organised business sectors and government commit to lobbying for business support services to have a presence in the district area enabling them to be more accessible to rural and poor communities.	JoGEDA developed the Business Incubator Hub Concept; currently sourcing funding for a BIH to be established in Maclear as a pilot project. Infrastructure has already been identified for development by Elundini Local Municipality, SEDA and NYDA supporting SMMEs, Co-operatives and projects with business support services district wide. JGDM SPU Co-ordinator and Social Development Co-ordinator holding quarterly information sharing session in all municipalities.
	Cooperative development	All Municipalities and Organised Cooperatives commit to development
		Completed and in the process of being

Priority programme	Actions to be taken	Progress to date
elopment	elopacooperativeandsupportstrategyalignedtotheemergingprovincialcooperativedevelopmentstrategythroughaparticipatoryprocess	implemented.
	Promotingcooperativesasaformofenterpriseinthedistrict	CoveredintheSCMstrategyandCooperativesstrategyforthedistrict

4.12 Business Retention Strategy

Business expansion and retention strategy was piloted in Maletswai local municipality . The project piloted in November 2012. Due to the high success rates of the project, a process to replicate the programme in other municipalities is being considered.

For the long term business attraction and retention plans, the reviewed LED strategy of the District provides specific actions that need to be implemented by the District and all stakeholders involved in the sector.

Based on various studies undertaken by the District, the business structure and history of the JGDM can be summed up as follows:

- ◆ 89% businesses are locally owned
- ◆ 60% of businesses have been around for longer than 10 years
- ◆ 66% of those interviewed purchase the bulk of their supplies from various parts of South Africa
- ◆ Most sales are to local customers (66% of the businesses)

In terms of the plans as far as business attraction and retention is concerned, the District has committed to ensure that:

- ◆ 66% are of businesses are staying
- ◆ 0% are of businesses are closing
- ◆ 28% considered selling
- ◆ 11% considered moving
- ◆ 76% of business people say they have plans to expand or change their businesses.
- ◆ Develop and intensify communication plan
- ◆ Revitalize Aliwal Spa
- ◆ Strengthening business forms
- ◆ Conduct District land audit
- ◆ Attract new industry

4.13 Expanded Public Works and Community Works Programme

The Community Work Programme (CWP) is an initiative designed to provide an employment safety net, by providing participants with a predictable number of days of work per month – thus supplementing their existing livelihood strategies and affording them a basic level of income security through work. The programme is targeted at unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty.

Road Maintenance within Joe Gqabi is done through EPWP principles focusing on labour intensive strategies. In the District area, most government Departments implement EPWP and some of the programmes include community health workers.

The Community Works Programme (CWP) is having a profound impact on the micro-economy of the District. The District is involved in facilitating implementation of the CWP programme as the actual implementation rests with other stakeholders. The District has previously implemented the programme in a number of wards in Senqu LM, Elundini LM and Maletswai local municipality. Currently, the programme is being implemented in the following wards:

- Site 1: Siyazenzela site of Elundini Local Municipality, in the following Wards: 1,5,6,7, and 17.
- Site 2: Sikhulile site in Senqu Local Municipality, in the following Wards: 1,2,3,6 and 7.
- Site 3: Thusong site in the Gariep Local Municipality, in the following Wards: 1, 2, 3, 4 and 5.

SECTION 5: SERVICE DELIVERY AND INFRASTRUCTURE

5.1 Water and Sanitation planning

The District is a Water Service Authority (WSA). Areas within the jurisdiction of the WSA are:

Urban areas:

- Gariep Municipality (Oviston, Steynsburg, Venterstad, Burgersdorp)
- Maletswai Municipality (Aliwal North, Jamestown)
- Senqu Municipality (Sterkspruit, Rossouw, Rhodes, Barkly East, Lady Grey)
- Elundini Municipality (Ugie, Maclear, Mount Fletcher)

Peri-urban/rural dense areas:

- Senqu Municipality (Sterkspruit and Herschel Rural)
- Elundini Municipality (Rural areas of Mount Fletcher, Maclear, Ugie)

Water service provision function has been taken-over by the District from the Elundini, Senqu and Maletswai local municipalities. The take-over process for the Gariep local municipality will be concluded in the 2013/14 financial year. As such there is currently a service level agreement (SLA) signed between the District and Gariep local municipality. The SLAs also include the two water boards and a private company (Sintec) which were appointed by the District to strengthen the capacity of the District to deal with new development requirements as well as operations and maintenance of water and sanitation infrastructure. Gariep municipality and the water boards service as water service providers (WSPs). The

signed SLAs serve as a mechanism for improved and enhanced integration and coordination of plans between the District as a WSA, local municipalities and water boards as WSPs.

The District adopted its Water Services Development Plan (WSDP) in September 2008. The plan is developed for a five-year period in line with the Integrated Developed Plan and reviewed annually, where necessary. The review for the next financial year was adopted by Council in May 2013. The WSDP provide a holistic and comprehensive infrastructure delivery plan and issues of institutional requirements and financial viability of service delivery are addressed. The Comprehensive Infrastructure Plan (CIP) contains service delivery targets linked to the three year capital development plan. The CIP informs all programmes contained in the WSDP.

The District has adopted water and sanitation implementation plans. These plans provide a comprehensive analysis of the status quo in each of the services, including information on backlogs, provision of free basic services and service levels.

5.1.1 Capacity of the District

Institutionally, the District has technical capacity to deliver infrastructure services. The Technical Services Department is headed by a seniormanager directly accountable to the Accounting Officer. The Project management Unit's organogram was approved by the Council and only the Manager PMU does not have a full-time incumbent. In addition to the financial support provided by the Finance Department, the Technical Services department has two (2) finance staff dealing with water and sanitation services.

The ISD unit of the District plays a critical part in facilitating and monitoring the water and sanitation services between the WSA and WSPs. The Unit is staffed by three District employees. The unit requires support by means of technical support (ISD Support Consultant) as only one out of three is from a water related background. The Unit is also responsible for free basic services provision and has dedicated staff for these functions.

The District has a continuous programme of daily operational monitoring of drinking water quality and results are shared with DWA monthly. All WTWs are fitted with water quality testing equipment. A mini laboratory is also operated by the District. The Amatola Water accredited laboratory in East London is also used for water quality testing. Effluent samples are also taken monthly to assess the level of compliance with standards. The challenge for the Distract however is that compliance is determined by individual specific plant requirements of which as mentioned above, the process of licensing the WWTWs is still underway.

5.1.2 Management and Operations

The District operates and maintains all water and sanitation bulk services except for Sterkspruit, Ugie, Steynsburg and Mt Fletcher WTWs which are operated by service providers. Towards the end of the financial, the WSA received funding from the Department of Water Affairs for the upgrade and refurbishment of three wastewater treatment works (WWTW) (Barkly East, Sterkspruit and Oviston) and for water conservation and demand management programme (Burgersdorp). In order to manage untreated effluent, the District has a council approved Incident Protocol.

Operation and maintenance is funded by revenue generated by local municipalities from user charges for services to communities as well as from the equitable share allocations. However, due to low collection levels by local municipalities, the District deals with shortfalls through grant funding.

Tariffs have been below the cost of producing and delivering water and sanitation across the District and there was a process during the preparation of the budget to reassess the existing tariffs to ensure that the service is sustainable. Tariffs now address funding for the operation and maintenance of water and sanitation systems and to ensure that there is a capital replacement fund.

5.1.3 Licensing and operation of Waste Water Treatment Works

With regard to licensing of the WWTWs and WTWs, the District has progressed significantly. The District has 14 WWTWs in operation and 13 are in the process of licensing. The RRU continues to provide support and assistance in facilitating this process. In the front of WTWs, there are 14 operational works which are all licensed.

Semester chemical samples of final effluent from each wastewater treatment works (WWTW) are taken. Analysis of surplus that is currently undertaken is insufficient. Twenty-two (22) permitted WWTW are located in the four local municipalities (Elundini 6, Senqu 9, Maletswai 2, and Gariep, 5). They consist of oxidation ponds and activated sludge systems. The staff is deployed to the local municipalities to perform this function and the District budgets for this function within waste management budget.

5.1.4 State of Bulk Infrastructure

All towns in the District are characterised by aging infrastructure which is about 50 years old. In terms of new infrastructure investments, there has been slow progress in addressing the existing backlogs as the available budget is consumed by operations and maintenance requirements. This diverts the commitments from dealing with new infrastructure to ensure sustainability of the current services.

The demand and levels of service provided have increased for a greater proportion of the population. This has led to bulk water and sanitation infrastructure operating at over capacity. Inadequacy of resources such as vehicles, shortage of skills relating to operations and maintenance requirements remains a challenge. Nevertheless, in order to optimally achieve this and thus meet key policy and legislative requirements, new and effective institutional arrangements and other strategies continue to be put in place. An Operations and Maintenance Plan is in the process of being developed.

Currently, the District is engaged in bulk infrastructure development and reticulation in Stenysburg and Jamestown for waste water treatment works. The Sterkspruit area is currently benefiting in the development of bulk supply for both waste water treatment works and water treatment works. Bulk provision in Mt Fletcher has been completed and reticulation is underway.

5.1.5 Levels and standard of services

In accordance with its by-laws the JGDM is providing services by means of three levels of service. They are Basic, Intermediate and Full Service Levels. Basic level of service refers to where the community accessing water through communal standpipe situated at a maximum distance of 200meters from the furthest homestead and the basic level of service for sanitation is a ventilated improved pit latrine. The

intermediate level of service consists of yard connections and a flush toilet. The full level of service refers to house connections. The status on water service backlog is detailed in the table 24 below.

Table 24: levels of service of water provision (urban and rural)

No. HH units with	Urban	Rural			
		Dense	Village	Scattered	Farmland
1. None or inadequate	0	0	34276	1,328	2,272
2. Communal water supply	4,378	0	14384	99	1,667
3. Controlled volume supply	0	0	0	0	0
4. Uncontrolled volume supply: yard tap or house connection	23959	0	3,910	85	3,961
5. Total Served (2+3+4)	28337	0	18294	184	5,628
6. Total (1+5)	28,337	0	52570	1,512	7,900

Source: StatsSA Community Survey 2007, WSDP 2010, Mt Fletcher Regional Water Supply Scheme)

5.1.6 Service backlogs

The extent of water sanitation service delivery backlogs can be gauged from DWAF Reference Framework for the number of people served to RDP standards. Significant inroads have been made in terms of extending water access in Joe Gqabi. Yet the more populous eastern parts of the District face the greatest challenges as far as water backlogs are concerned as reflected in table 25.

Table 25: Water backlogs in the District

Water Service Delivery Levels									
Regional/local water scheme	Borehole	Spring	Rain water tank	Dam/pool/ stagnant water	River/ stream	Water vendor		Water tanker	Other
52567	11151	9436	2610	3960	10101		1673	4388	1889

Source: Stats SA Census 2011

According to the Census 2011 information above, about 54% of the population of the District had access to the basic level of access to water (table 26). This is in contrast with the 75% access as reported in the performance report of the District. However, it is evident that the District still has some strides that must be made to ensure universal access to the basic level of water. The existence of 9 436 households that still access their water from springs means that the spring protection initiatives must be continued to ensure that animals are barred from accessing the same springs that are used by communities.

Table 26: Water Access levels per type of settlement

Households - Water Service Delivery Levels below the minimum					
Formal Settlements	Total households	92 942	Informal Settlements	Total households	4 235
	Households below minimum service level	32 799		Households ts below minimum service level	1 020
	Proportion of households below minimum service level	35%		Proportion of households ts below minimum service level	24%

Source: Stats SA Census 2011

It is evident that the District has RDP water service levels of 64.3%. The municipality with the highest water service levels is Maletswai local municipality with 98.5% of its households having access to water; followed Gariep local municipality with 95.6% of its households having access to water and then Senqu

local municipality with 68.8%. Elundini local municipality has the lowest water service levels in the District (42.1%).

In addition to water backlogs, there is a significant sanitation backlog that must be addressed by the District as depicted in tables 27 and 28.

Table 27: Sanitation backlogs in District

LOCAL MUNICIPALITY	TOTAL	SANITATION			
	POPULATION	Population		Percentage	
		Served	Un-served	Served	Un-served
Elundini	123,634	50,721	72,913	41.00%	59.00%
Senqu	118,174	69,714	48,460	59.00%	41.00%
Maletswai	42,846	29,908	12,938	69.8%	30.2%
Gariep	23,709	21,775	1,934	91.8%	8.2%
Total	308,365	172,118	136,245	56.00%	44.00%

Source: StatsSA Community Survey 2007, Source: JGDM GIS Department, Source: JGDM Service Delivery Report (Sanitation ACIP March 2010)

Table 28: Estimated cost of eradicating sanitation backlogs in Joe Gqabi

LM	Rural HH below RDP	Cost per HH Rural	Urban HH below RDP	Cost per HH urban	Cost of backlog eradication
Elundini	13,925	5,000	7,018	7,700	R 123,663,503
Senqu	9,852	5,000	5,038	7,700	R 88,051,795
Maletswai	0	5,000	2,685	7,700	R20,674,500
Gariep Total	0	5,000	1,834	7,700	R14,121,800
Total	23,777		16,575		R 246,511,598

Source: JGDM WSDP 2008

The District has high RDP sanitation levels with 56% of the households in the District having access to sanitation. Elundini local municipality has the highest sanitation of 59%, with 41% of the households having access to sanitation. It is followed by Senqu local municipality with 59% of the households having access to sanitation and 51% without. In Maletswai local municipality 69.8% of households are served and Gariep has the highest level of access of 91.8%

There has been a light decrease in sanitation backlogs between the periods 2008 to 2009. The population serviced with sanitation has increased from 161 717 to 172 118 from 52.4% to 56 %.

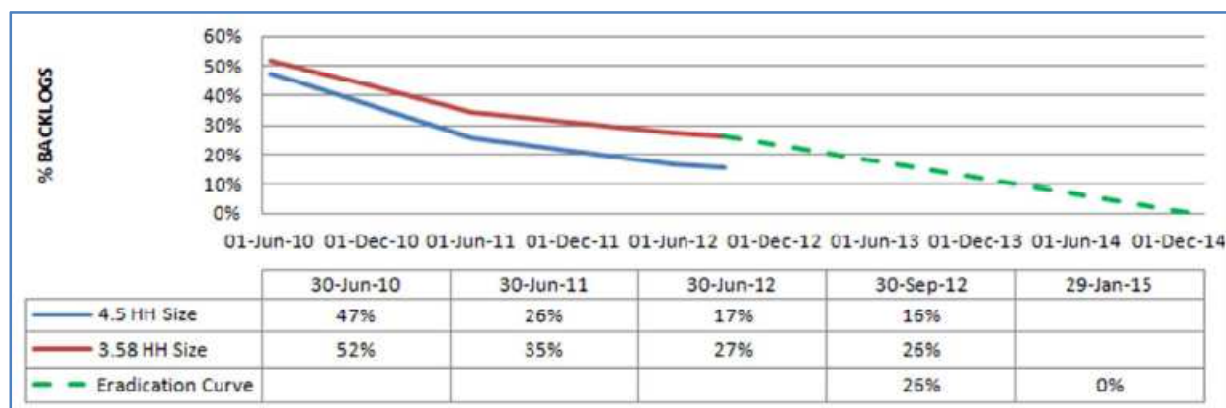
To meet the national targets will require the injection of financial and human resources as depicted in table 29 below. The backlogs and the budget include bulk infrastructure development. Tables 30 and 31 detail eradication schedules for water and sanitation services.

Table 29: Backlog Eradication funding needs

	2008/09 (R 000)	2009/10 (R 000)	2010/11 (R 000)	2011/12 (R 000)	2012/13 (R 000)	2013/14 (R 000)	2014/15 (R 000)	2015/16 (R 000)
WATER	R152,691	R178,082	R89,699	R55,699	R55,699	R55,699	R55,699	R55,699
SANITATION	R67,246	R29,523	R34,199	R32,549	R34,176	R35,885	R38,038	R9,732
TOTAL	R219,937	R207,605	R123,898	R88,248	R88,248	R91,584	93,737	R65,431

Source: WSDP 2008

Table 30: Sanitation eradication schedule



Source: 2013 WSDP of the District

Table 31: Water Backlog eradication schedule



Source: 2013 WSDP of the District

5.1.7 Infrastructure Investment

The Infrastructure Investment Plan (IIP) of the District was developed and adopted by Council in 2009 covering a period of five years. The plan focusses on the MTEF period. The IIP replaces the Comprehensive Infrastructure Plan (CIP). The plan defines the affordable and sustainable multi-year infrastructure projects, targets, capital and operating expenditure to meet the targets.

The District municipality, local municipalities and government Departments fully participated in the development of the Comprehensive Infrastructure Plan for the District. As a grant dependent municipality, investment planning in the District utilizes the MIG over the MTEF period. Currently the District Municipality is dependent on grants as source of income for infrastructural programmes. The CIP currently covers the capital budget as reflected in table 32 below.

Table 32: District Municipal Infrastructure Budget

Intervention	2009 (R'mil)	2010 (R'mil)	2011 (R'mil)	2012 (R'mil)	2013 (R'mil)	2014 (R'mil)	2015 (R'mil)	Total (R'mil)
Housing	R 212.80	R 289.10	R 357.80	R 78.10	R 23.20	R 83.90	R 31.00	R 2,284.8
Roads: new	R 151.80	R 334.40	R 381.70	R 399.60	R 273.00	R 201.30	R 49.10	R 1,791.0
Sanitation Backlogs	R 120.70	R 124.00	R 71.50					R 316.20
Sanitation Bulk	R 2.50							R 2.50
Sanitation Refurbishment	R 18.00	R 2.00	R 2.70					R 22.60
Sanitation Treatment Works	R 2.10							R 2.10
Water Backlogs	R 36.50	R 78.30	R 78.90					R 193.80
Water Bulk	R 49.20	R 117.50	R 49.70					R 216.50
Water Refurbishment	R 13.30	R 16.40	R 6.90					R 36.60
Water Treatment Works	R 3.20	R 8.30	R 2.30					R 13.80
	R 610.10	R 970.00	R 951.50	R 477.70	R 296.20	R 285.20	R 80.10	R 804.10

Source: JGDM Comprehensive Infrastructure Plan

Roads upgrading, Electricity Distribution, Electricity Refurbishment, Electricity Substations, Taxi facilities have no indicative figures and have been excluded from the list. Further information is detailed in the CIP document.

5.1.8 External Investment sources for infrastructure development

The District submitted an application for funding to the Netherlands government through the ORIO infrastructure funding. Eleven (11) projects were selected as depicted in table 33.

Table 33: Orio Elundini sanitation funding

Country	Fund recipient
Mozambique	Phase 1 – Greater Maputo Water Supply Project Corumana System
Ghana	Accra Storm Drainage Works - Lafa and Onyasias Drainage Channels
Cape Verde	Maintain and Develop Cape Verde as an Attractive Cruise Destination by Investing in the Development of a Dedicated Cruise Ship Terminal and Auxiliary Facilities as Part of Cape Verde. Policy toward a Sustainable Increase of its Earnings from Tourism
Colombia	Tumaco - Pacifico Campus (TPC)
South Africa	Elundini Water Program: Providing new water infrastructure for 107 villages in the rural areas of Elundini, Eastern Cape, Republic of South Africa
Vietnam	Construction of Water Supply System for Rural Districts Gia Loc and Tu Ky, Hai Duong Province, Vietnam
Vietnam	Construction of Hau River Water Supply System in Chau Thanh district, Hau Giang province, Vietnam
Bangladesh	Rehabilitation water management infrastructure Bhola
Burundi	Supporting the rehabilitation of the health system in Burundi through the building of two hospitals in the districts of Vumbi and Busoni, Kirundo province
Uganda	Western Uganda Mini-hydropower and Rural Electrification Project
Kenya	Kisii Water Supply and Sanitation Project

5.1.9 Water quality monitoring

Water Quality Compliance in the municipality is done in accordance with National Legislation that prescribes that bacteriological and chemical compliance must be done at specific frequencies measuring the compliance of specific Water Supply Systems at the point of production and delivery. The Department of Water Affairs monitors this compliance to national legislation through an incentive based national compliance monitoring system called the Blue Drop System. The JGDM achieved two such honours for Water Supply Systems in Ugie and Sterkspruit.

It must also be noted that although this report reflects on the water supply systems registered there are supply systems that do not form part of the Blue Drop Incentive-based System but which were monitored and which information is captured on the Blue Drop System. These include Mt Fletcher, Steynsburg and the rural schemes of Ugie, Maclear, Mt Fletcher and Sterkspruit.

The water quality information displayed in table 34 below was extracted from the Blue Drop System as reflected in the Blue Drop Report issued by Department of Water Affairs for the period 1 January 2010 to 31 December 2010. The table shows that:

- ◆ Ugie and Sterkspruit achieved Blue Drop Status
- ◆ Jamestown was not assessed last year as it is a new Water Treatment Plant.
- ◆ Water Quality data for Lady Grey was assessed on 10 month data provided on the BDS. This was because of the drought situation. Monitoring was done on the water tankers but that data did not form part of the assessment.
- ◆ Rossouw's water quality data was based on eleven month's data. No sample results were available for one month because of logistical challenges.

Table 34: District Water Quality Information

Water Supply System	Blue Drop Score 2010	Blue Drop Score 2011	Microbiological Compliance	Chemical Compliance	Improvement Yes/No
Maclear	53.60%	78.81%	100%	97.87%	Yes
Ugie	60.98%	95.05%*	100%	96.15%	Yes
Burgersdorp	47.10%	64.19%	88.73%	94.29%	Yes
Oviston	46.85%	82.03%	98.04%	95.83%	Yes
Aliwal North	53.08%	84.93%	97.89%	95.74%	Yes
Jamestown	Not done*	64.55%	90.91%	96.92%	Yes
Barkly East	53.60%	85.95%	100%	98.33%	Yes
Lady Grey	51.62%	66.71%	95.74%*	98.80%	Yes
Rhodes	50.60%	77.66%	100%	100%	Yes
Rossouw	Not done*	47.68%	88%*	No Data	No
Sterkspruit	57.98%	95.02%*	97.28%	99.96%	Yes

The water quality of the District Municipality are steadily improving as a results of internal systems that is effective and functional, despite challenges like the availability of an accredited laboratory, availability of sampling equipment and transport.

5.1.10 Water and sanitation backlog eradication

Water backlogs may be eradicated by means of the development of borehole standalone schemes. A hydro census has been done for the Elundini Local Municipality and the same process should be implemented in Senqu local municipality. It is anticipated to utilise this information to implement a basic water supply system for areas that currently do not have access to any form of safe water whereby

designs of the various standalone schemes will be done. Boreholes will then be developed and equipped to deal with the first phase of the programme (namely to provide some/safe water).

The District has developed a sanitation master plan informed by the WSDP. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focusing on villages with the highest sanitation backlog. It is anticipated that a regional construction approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality.

The bucket eradication programmes implemented by the District have succeeded in ensuring that no household in the formal settlement that makes use of a bucket system. The VIP system has been implemented and it replaces the bucket system. Sanitation related challenges within informal settlements are being addressed through various mechanisms.

5.1.11 Free Basic Services

The District developed an indigent policy that guides the implementation of free basic services. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal. The District municipality provides FBS within the provisions of the Indigent Policy, which is in the process of being reviewed.

A process to update the indigent registers is underway in local municipalities in order to ensure improved access to FBS and improve revenue collection. Currently the District is reviewing the Maletswai municipality indigent register. Relevant stakeholders are being engaged to extend this process to other municipalities.

Indigent households are provided with six thousand litres of water per month. All other services are provided within the basic RDP levels of service.

Free basic services forum was established in 2012. However, the functionality of the forum has been identified as not consistent and in need of capacitation and support. Initiatives to strengthen this forum are being implemented.

5.1.12 Cost recovery for water and sanitation

The District is confronted with sustainability and service efficiency challenges, which are mainly due to low cost recovery from water service providers, which was aggregated to be about 25% in the 2010/11 financial year. The adopted water and sanitation plans provide a comprehensive analysis of the status quo in each of the services, including information on backlogs, provision of free basic services and service levels. Included in the WSDP review exercise will be the assessment of external funding sources and an implementation strategy.

Further, a District Water Indaba was scheduled and various recommendations made. These include increasing the tariffs to ensure cost recovery, taking the water service provision function to the District, ensure metering of all areas, particularly those that are able to pay and promotion of a culture of payment for services, improvement of billing and pay points. Water metering has been prioritized for implementation in the next financial year. It is therefore anticipated that these changes will ensure financial viability of water and sanitation services within the District.

5.1.13 Water Conservation and Demand Management interventions

The WSDP contains water conservation and water demand management strategies. Implementation of these strategies seeks to reduce water wastage and inefficient use as well as introduce measures to effectively manage and sustain service efficiency targets. Some of the priority requirements include installation of systems that measure and identify key parameters such as minimum night flows and systems that enable detailed and regular water audits and water balances.

The Water Conservation and Demand Management Strategy should address the following main water conservation issues:

- ◆ Water Loss Control programme
- ◆ Asset Operations and Maintenance programme
- ◆ Catchment erosion prevention and mitigation programme
- ◆ Management and rehabilitation of wetlands programme
- ◆ Alien vegetation removal programme
- ◆ Accounting and Cost Recovery systems improvement programme
- ◆ Capacity building programme
- ◆ Public Information and consumer education programme
- ◆ Development of bylaws that will support the sustainable management of all water and sewage related resources
- ◆ Institutional arrangement establishment

Water resource planning and the implementation of augmentation options is a DWAF competency, although JGDM is responsible to implement and manage water use and reuse initiatives. Therefore the strategies of JGDM in this regard are the following:

- ◆ Verify the yields of all surface water sources and yields of all boreholes.
- ◆ Compile maintenance plans for all surface water and groundwater sources.
- ◆ Compile maintenance plans
- ◆ Conduct dam safety inspections.
- ◆ Compile dam operating rules for all surface water sources.
- ◆ Establish a comprehensive groundwater monitoring plan for the monitoring of water levels and groundwater quality – rural and urban
- ◆ Introduce pollution awareness, leak and meter repair programmes
- ◆ Improve water resources information to assist in the preparation of a water balance.
- ◆ Ensure licensing of all wastewater treatment works.

A pilot study is planned for Lady Grey that includes the installation of a telemetry system that will allow for the monitoring of the boreholes around the town. A pilot study was conducted in the Sterkspruit area that focussed on groundwater monitoring in the rural context. This approach should be extended to all the

rural groundwater schemes. A comprehensive groundwater-monitoring plan is currently being developed in partnership with DWA with the objective of addressing the weaknesses in groundwater monitoring in the Eastern Cape. The outcome of this project will be incorporated into the JGDM's water monitoring programme.

The focus of the District in the medium to long term planning period is to address challenges that relate to the Blue and Green Drop Assessments. The goals in terms of water quality within the respective rivers within the JGDM are the following:

- ◆ All discharges from the respective wastewater treatment works within the JGDM to comply with general or special standards, as required in terms of their permitted use.
- ◆ All rural households to be provided with rural sanitation facilities and appropriate services on an ongoing basis.
- ◆ Improve levels of communication to residents during times of poor water quality.

Wastewater works are currently restricted to the urban centres. Isolated schemes are restricted to the rural areas and local "hospital" schemes. This is influenced by limited water supply and affordability constraints in the rural areas. The current performance of the urban wastewater treatment plants at Mount Frere, Cederville, Matatiele and Mount Ayliff is not satisfactory. If this trend continues unabated, environment will be compromised. The Green Drop Assessment does however represent an opportunity in that it specifies goals and criteria that could be used as the basis of an "action plan" to address gaps in the sector.

5.1.14 Sector programme's water requirements

As a WSA, the District takes cognisance of water requirements by various development initiatives and as such, limited integrated planning does take place between the District and sector departments. However, communication between the WSA as a planner and other sector departments is not adequate. Coordinated planning that would enable the WSA to plan for additional water demand is limited. For an improved outcome, this would take all stakeholders, led by the WSA, to cooperate and be proactive in communication their plans to each other. With regard to mega development initiatives such as the PG Bison forestry development and value addition, the District has been on par and planning for future expansion is considered.

In the area of Sterkspruit, the District is in contact with the traditional leadership of Sterkspruit with a view of expanding the dam area to accommodate new developments in the area as well as the Senqu Sustainable Development Plan in particular. These water requirement considerations cover a wide spectrum of matters including tourism, housing, and agriculture. The Department of Water Affairs and the Department of Rural Development and Land Reform have been approached for funding with a view of extending irrigations schemes within the District.

In dealing with infrastructure requirements in schools and clinics, there are separate arrangements in place whereby the Department of Education has its own infrastructure department and the Department of Health falls under the Public Works Department. The Department of Water Affairs is the common funder for the two Departments.

The quantity of water services provided, including the quantity of water used by each sector, the quantity of water provided to the water services institution by another water services institution is shown in tables 35 and 36. Treated Water is normally supplied to the following sectors:

- Residential consumers refer to communal water supply, controlled volume supply and uncontrolled volume supply: Residential uncontrolled volume supply might include the following categories: Fully serviced houses [large erven], fully serviced town houses, fully serviced houses on small erven, Small houses [water connections, no sewage], Hostels, military camps, etc.
- Commercial supply refer normally to business
- Industrial Supply which implies Wet and Dry Industries.
- Other sector of supply include water supplied to other water services institutions
- Raw Water refers to the volume untreated water supplied and recycled water, from treated effluent

Table 35: Quality of water used by each sector

Description	WSDP Implemen- tation Report	Comparative Figures for the Preceding 2 Financial Years	
	FY 2011/12	FY 2010/11	FY 2009/10
Total Water supplied to Urban Consumers	9,127 ⁽²⁾	7,851	N/A
Total Water supplied to Rural Consumers	3.690	3,296	N/A
Total Water supplied (MI/y)	12,817	11,147	N/A
Total raw water bulk losses	Not measured	Not measured	Not measured
Total treated water losses: Bulk	Not measured	Not measured	Not measured
Total treated water losses: Internal	Not measured	Not measured	Not measured
Total Losses (MI/y)	Not measured	Not measured	Not measured

Source: District WSDP Audit Report 2013

Table 36: Quantity of water provided to the WSA by another water services institution

Description	WSDP Implemen- tation Report	Comparative Figures for the Preceding 2 Financial Years	
	FY 2011/12	FY 2010/11	FY 2009/10
Total Amount of Bulk Water Purchased from External Sources (Bulk purchase) (MI/a)	7,721 ⁽³⁾	6,831 ⁽⁴⁾	No known

Source: District WSDP Audit Report 2013

5.2 Electrification

5.2.1 Service provision

In most urban settlements, the local municipalities are responsible for reticulation. However, in the rural areas and some of the townships Eskom is the supplier. The District does not supply electricity. There are significant challenges where the local municipalities are the service provider mainly over maintenance.

The Gariep local municipality is exploring a process of taking over the electricity service provision from Eskom. Most urban households and commercial farming areas in Gariep have access to electricity as well as streetlights. Although there is no electricity backlog in Gariep, access among nonurban households is erratic.

Although most of the Senqu communities have access to electricity, some communities still need to be electrified either in the form of electricity installation or in upgrading of the existing lines as most of the lines, particularly in Sterkspruit and surrounding villages, are very weak.

Briefly electrification challenges for the District generally are:

- ◆ Maintenance in areas managed by municipalities
- ◆ Supply in the rural areas is not at a capacity to support economic growth
- ◆ The implementation of free basic electricity supply is still a challenge
- ◆ Some areas will need to be supplied with non- grid electricity particularly in Elundini and Senqu LM rural areas
- ◆ There are a number of schools, clinics and other social facilities that do not have a regular supply of electricity (if any supply at all) and this has an impact on the service they can offer
- ◆ Lack of an electrification plan for the District
- ◆ Additional infrastructure capacity is required to eradicate backlogs in the District, particularly areas in Elundini local municipality
- ◆ Service providers do provide free basic electricity but there is a challenge in extending the service to commercial farming and rural areas
- ◆ Electricity service providers would need to mobilise additional funding for electrification and maintenance requirements.

5.3 Road Maintenance

5.3.1 Key road networks

In terms of the ITP, which was adopted by Council in 2004, the road network in JGDM can be divided into National, Trunk, Main Roads, and Access Roads. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.

There are 3,314 km of road under the jurisdiction of the Eastern Cape Provincial Department of Roads and Transport in the District municipal area. These roads are classified as Trunk Roads and Main Roads. The most important trunk road is the R58, linking Barkly East, Lady Grey, Aliwal North and Burgersdorp. It is in good condition, though certain sections of the road need urgent improvement as potholes are developing. This is because this area has the second highest rainfall figures in the region and at times the road has to be scraped in severe snow and this leads to the deterioration of the road. The most important main roads (surfaced) are:

- ◆ R58 - Norvalspont – Venterstad – Burgersdorp – Aliwal North - Lady Grey – Barkly East.
- ◆ R56 - Ugie – Maclear – Mount Fletcher
- ◆ R56 - Steynsburg – R391
- ◆ R393 - Lady Grey – Sterkspruit

- ◆ R391 and R390 Orange River – Venterstad – Steynsburg. The condition of this road is now seriously deteriorating due to the increase in heavy loads.

5.3.2 Roads maintenance

The District is currently implementing roads maintenance in Gariep and Maletswai municipalities on behalf of the Department of Roads and Transport. The current agreement is for three years from 2010 to 2013 with a budget of R 32 million per year. During the past year, the District formalised the appointment of 72 casual workers who have been working in the roads section for some time.

Overall, these massive infrastructure projects will assist in alleviation of the service delivery backlogs, provide thousands of jobs opportunities in line the strategic goal of alleviating poverty and stimulating economic development within the region.

Key challenges with regard to roads maintenance and transportation can be summed up as follows:

- ◆ Road classification restricts the various role-players in the maintenance of roads and is therefore not responsive to community needs.
- ◆ Municipalities do not have the financial resources in the short to medium term to build up the required fleet to maintain roads, especially as roads are not an income generating service.
- ◆ Surfaced roads are deteriorating and insufficient funding is being allocated to ensure their constant and effective maintenance.

5.3.3 Non-Motorized Transport

The following pedestrian related problem areas have been identified within the District in the following area:

- ◆ Burgersdorp - Pedestrian bridge across the trunk road between Burgersdorp and Steynsburg, raising of low water bridge in Mzamomhle
- ◆ Trunk road crossing and raising of low water bridge in Khayamnandi Steynsburg
- ◆ Pedestrian route and extension of street lighting entering Aliwal North from Burgersdorp – Aliwal North

5.3.4 Storm water

Storm water drainage forms part of the maintenance of roads and as such is included in the budgets of the local municipalities for roads. It would appear that the poor state of many of the roads in the DM corresponds with poor storm water management.

Most of provincially maintained gravel roads have deteriorated significantly to the level where they would desperately need re-gravelling rather than occasional patchwork. The general mode of distress is potholing and corrugation caused apparently by inadequate drainage systems. In the past, there has not been enough funds allocated for any rehabilitation of the roads and so all that could be done was just filling of potholes and general patching. This has resulted in most of the top surface of roads being eroded to the roadbed. Poor drainage leads to roads being impassable in wet weather.

Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access. Streets in the main part of town have not been maintained for a number of years and priorities of municipalities changed to focus on the previously disadvantaged areas, and this has led to some streets deteriorating beyond reasonable repair.

5.3.5 Railways

The electrified rail line between the East London area and Gauteng, pass through the town of Burgersdorp. Little utilised branch lines, Burgersdorp – Barkly East and Sterkstroom – Maclear are part of the existing rail infrastructure. A section of one of the premier rail lines in the country (East London to Bloemfontein) crosses through the Joe Gqabi District. The residents of Burgersdorp thus have access to the passenger trains of Shosholozha Meyl (National Department of Transport), on this route. Two former branch lines have now been closed in totality, namely: Rosemead – Stormberg (through Steynsburg) and Molteno – Jamestown. (In the case of the latter, the physical rails have been removed). One other branch line still enjoys very limited freight workings, namely the Burgersdorp – Aliwal North line. Aliwal North – Barkly East as well as the Sterkstroom - Ugie –Maclear lines have both been abandoned, but the rails are still in place.

The revival of the abandoned lines could have significant impact on the District through economic development, job creation, access to an alternative transportation means and easing the pressure on the roads.

5.4 Waste Management

5.4.1 Service Backlog

Although waste management is a shared function, waste management control resides with the district municipality through its Solid Waste Disposal Site and Municipal Health Services (MHS) mandate, as required in the powers and functions allocation described in section 84(1)(e) and (i), respectively, of the Municipal Structures Act, 1998 (Act 117 of 1998). The district municipality has a specific role to play in the monitoring and regulation of waste disposal in its area as well as developing a waste strategy for the district. The district is also responsible for the establishment and management of waste facilities that is serving more than one municipality.

The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The existing plan dates back to 2005 and is now outdated. The District is in a process of applying for funding for its review from the Environmental protection and Infrastructure Programme (EPIP). Through implementation of the Plan, a PPP was initiated in Elundini municipality to outsource management of the Ugie landfill site and a possible extension to the other local municipalities in a period of four years. In the Maletswai local municipality, a recycling and buy-back centre as well as review of by-laws are underway. The MHS unit of the District is constantly monitoring all waste sites and illegal dumping activities weekly.

In all three major towns, namely, Sterkspruit, Barkly East and Lady Grey, waste removal is rendered every day, except for the towns of Rhodes, where it is done twice per week. In Rossouw and for the villages of Sterkspruit no refuse is collected. Not all solid waste sites comply with the necessary required legislations.

At Lady Grey, health care waste is found on the site in direct contravention of the permit conditions. In addition to this, most of the sites are in contravention of the Occupational Health and Safety Act. This poses the possibility that the relevant Municipal Managers could be held liable in the case of an accident. This risk applies not only to the staff working on these sites but extends to the public, especially scavengers who frequent most of the sites.

In Gariep LM, garbage collection services are provided with convenient and affordable ways of collection like distribution of garbage bags to all households and actual refuse removal. Public awareness campaigns are regularly held with the assistance of DEDEA on health and safety hazards of illegal dumping and available options for garbage disposal. Clean-up of existing dumps and continuous erection of no dumping sign boards are carried out. The Gariep LM currently has three solid waste disposal sites to cater for this waste. These waste disposal sites are located in Burgersdorp, Steynsburg, and Venterstad.

The Steynsburg waste disposal site is the only site in the District that is compliant with both the permit conditions and national legislation as set out by DWAF and DEAT. The remaining two sites in Burgersdorp and Venterstad do not have the required permits and are therefore operating illegally.

There are also three closed sites in Burgersdorp, Steynsburg and Oviston that are in need of rehabilitation in terms of the DWAF closure permit. Illegal dumping occurs on all three of these sites, and will continue until the sites are rehabilitated.

In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Maletswai LM and certain areas of Gariep local municipality. As far as the status of waste sites is concerned, the current situation among formal waste sites is shown in table 37 below.

Table 37: Status of waste sites within the District

LM	Number of municipal waste sites	Number with formal recognition by DWAE	Compliance with ROD	Key challenges
Gariep	3	2	0	69 Illegal dumping sites were monitored during the report period of which 1 complied and 68 did not comply.
Maletswai	2	2	0	248 Illegal dumping sites were visited during the reporting period of which 6 did comply and 242 did not comply. The LM does have a program in place for clearing and cleaning of these points.
Senqu	3	2	1	Illegal dumping is still a problem in all towns.
Elundini	3	3	0	7 illegal dumping areas were monitored and only 1 showed compliance.

All these landfill sites are operational. There is a process to open a new landfill site in Sterkspruit. Eight sites are permitted and licenced. With regard to compliance, poor management in general remains a key challenge with the exception of the Barkly East and Lady Grey sites.

The Maletswai local municipality has effective waste management by-laws which are implemented and enforced. A process to ensure existence and enforcement of the by-laws in the other municipalities will be facilitated through the District Waste Forum, which meets quarterly

In terms of projects that deal with waste management challenges, a Materials Recovery Facility and renewable energy project (bio-digestion) is currently being implemented in the Maletswai area. A similar project is being implemented in Ugie in partnership with DEA.

Communities are empowered and capacitated on environmental management issues through various mechanisms which include awareness campaigns in Gariep municipality, which are implemented through EPWP. Clean-up campaigns are also held.

5.5 Infrastructure Investment Planning and Backlog Eradication

With a view of dealing with all these challenges as they relate to bulk and reticulation, the District has managed to assess the budgetary and institutional requirements for provision and sustainability of supply for all these services. Key issues identified include institutional requirements, financial requirements and sustainability matters. Through development of comprehensive infrastructure delivery plans such as the CIP, WSDP, ITP, LED Strategy, water and sanitation plan and so forth, it is evident that the District has a clear and comprehensive understanding of infrastructure delivery requirements. The CIP of the District is the main document that informs infrastructure development needs within the District. The annual reviewal of the CIP takes into cognizance new information from sector plans.

To deal with medium infrastructure investment requirements, the District has undertaken a medium term investment projected as reflected in the budget and projects section of this document. The planned investment planning incorporates all budget sources including MIG and own funds as reflected in the budget section.

As a regulator, the Department of Water Affairs does support the District in its endeavour of dealing with water and sanitation challenges.

5.6 Municipal Health Services

5.6.1 Status of the Service

The District is responsible for the provision of Municipal Health Services (MHS). These services extend to include Water Quality control, Food control, Waste Management control, Surveillance and prevention of communicable diseases, Vector Control, Environmental Pollution Control, and Burial of the dead control. There is functional integration with provincially employed Environmental Health Practitioners.

This service directly impacts on many businesses of the District area by developing systems and protocols for the inspection of premises, reporting of incidents and certification of premises to perform various functions. However as the systems are all still paper based the turnaround time for inspection reports and certificates of acceptability are not at the desired levels. In order to improve the provision of the service the district has developed by-laws which will be presented to Council for adoption.

5.6.2 Prioritised areas for intervention

Municipal Health Service prioritized areas for intervention can be summed up as follows:

- ◆ Development of appropriate by-laws and their implementation leading to the control of activities in the Municipal area.

- ◆ Water Quality monitoring and management in line with Department of Water Affairs (DWA) Blue Drop water quality systems
- ◆ Pollution control relating to sewerage spillages
- ◆ Food quality control as well as disposal of the dead
- ◆ Increased awareness and capacity building programmes for communities around all topics of municipal health and preventative health
- ◆ Strengthening of cooperative governance between all spheres of government so that there can be joint operations, and sharing of knowledge that may have impact on each other's programmes
- ◆ Effective District and Local Joint Outbreak Committees/Communicable Diseases including identification of coordinators in each municipal area.
- ◆ Sitting of any enterprise that could affect water quality (including dip tanks) should be done in consultation with municipal health services.
- ◆ Premises inspections especially of early childhood development centres are needed.

5.7 Social Infrastructure

5.7.1 Health

There are 11 hospitals and 50 clinics, with at least 2 clinics in each magisterial District. The most densely populated Mt. Fletcher and Sterkspruit areas have 17 and 16 clinics respectively as depicted in table 21. The District has about 998 hospital beds, with a service supply average of about 328 people per bed. The population of the District receives health services from fixed and mobile clinics and in District hospitals.

There is one fixed clinic for every 6745 people and 1 hospital bed for every 338 people. This is within the norm but the distribution of these facilities leads to inequities in access to health care. The number of clinics and hospitals within the District is reflected in table 38. There is a strong correlation between the incidence of diarrhoea among children under 5 years and poor households in case of those without clean water supply and formal sanitation. HIV/AIDS counselling has improved in the District with all fixed clinics in Joe Gqabi now offering Voluntary Counselling and Testing. The problem of re-infection and repeated treatment still exists with the low percentage of STI contact tracing.

Table 38: Number of Hospitals and Clinics

Local Municipality	Number of hospitals		Number of fixed clinics		Number of mobile services	
	Provincial	Provincially Aided	Provincial	Municipality	Provincial	Municipality
Elundini	1	1	17	4	2	2
Senqu	3	1	18	2	4	4
Maletswai	3	2	1	9	2	2
Total	7	4	35	15	8	8
Joe Gqabi Total	11 Hospitals		51 Fixed Clinics		16 Mobile Clinics	

Source: Department of Health

Availability of emergency services is extremely limited in the District area. The service is controlled in Queenstown for Maletswai and Senqu sub District and controlled at Alfred Ndzo District for Elundini Sub District. The District would like to have an ambulance control station within Joe Gqabi District to promote efficiency and easy access to ambulances. Insufficient vehicles and lack of competent staff negatively affect the quality of services provided.

By the start of the 2011/12 financial year, all services were under the control and management of the Department of Health. There is, however, a significant concern around the efficiency and effectiveness of emergency services and the state of health infrastructure.

In order for the District to improve health profile of communities and further provide efficient and sustainable health services, it will be critical that the following matters are addressed:

- ◆ Improve quality of care provided in hospitals and clinics
- ◆ Promote Healthy lifestyles in the community
- ◆ Control and reduce incidence of communicable diseases including HIV/AIDS, TB and Sexually Transmitted Diseases
- ◆ Reduce incidence of non-communicable diseases
- ◆ Improve emergency and patient transport systems, particularly in rural areas
- ◆ Establish 24 hour clinic services for maternities and emergencies (Ugie, Palmietfontein) and improve access to mobile Clinic Services at Elundini
- ◆ Improve condition of buildings: Empilisweni Taylor Bequest and Lady Grey hospitals
- ◆ Improve infrastructure for accommodation of staff with scarce skills
- ◆ Improve functionality of health committees
- ◆ Improve access roads: Umlamli hospital, Ndofela, Pelandaba and Queen Noti Clinics
- ◆ Improve access to ARV sites
- ◆ Re-open nursing colleges

5.7.2 Safety and Security

The prevalence of reported incidents of different categories of crime in the District reflects the general crime patterns seen in the whole of the Eastern Cape. There are 22 police stations in the District area.

Burglary and Assault are the most commonly reported crimes in all the municipalities. These crimes, combined, account for 71% of all crime in the Eastern Cape. Arson and Malicious damage to property is also quite high in this province as shown in table 39. Stock theft is a major problem in poor rural communities and is highest in Elundini.

Table 39: Crime Statistics

No.	Category	% of Total Crime Reported
1	Residential / Business Burglary	36.84%
2	Assault	33.25%
3	Stock-theft	9.10%
4	Arson / Malicious damage to property	7.00%
5	Robbery	5.44%
6	Rape / Indecent Assault	4.00%
7	Murder	1.91%
8	Vehicle Theft	0.94%
9	Attempted murder	0.74%
10	Residential/Business Robbery	0.32%
11	Neglect / abuse of children	0.24%

As far as the broad safety issues are concerned within the District, Stakeholders have highlighted the following issues as matters that need intervention:

- ◆ Implement rural safety plans and resuscitate cross border committees and community policing fora
- ◆ Establish and ensure functionality of the District safety forum
- ◆ Facilitate the establishment of victim empowerment centres (VEC) in all police stations
- ◆ Launch an Extensive Public Education programme on the Charter for Victims of Crime (CVC)
- ◆ Facilitate the re-demarcation of SAPS, Justice, Correctional service to be aligned with municipal boundaries
- ◆ Establish street and village committees
- ◆ Mobilise communities against crime through:
 - Anti-domestic violence campaigns
 - Moral Regeneration campaigns
 - Safe school programme on identified schools
 - Sport against crime
 - Tourism safety
 - Human trafficking

The District Community Safety forum within the District is functional. The forum is chaired by the Executive Mayor of the District, who has then delegated this function. The forum involves all stakeholders and government departments that deal with community safety and relief measures related to community safety. Further, a multi-disciplinary team has been established to deal with a variety of social ills such as community safety, victim empowerment, community health, etc. The development of the Community Safety Plan is underway with a focus on areas with high levels of crime within the District.

5.7.3 Housing

Table 40 below reflects the housing status quo in all local municipalities in the District. Based on this it can be seen that the majority of informal settlements are in the Maletswai area. It is however anticipated that with the rapid growth of the forestry sector in Elundini municipal area, this will increase the number of households living in informal housing in the municipality due to immigration of job seekers.

Table 40: Housing Status Quo in the District

LM/DM Name	House	Trad	Flat/Clust	BackYrd	InfYrd	Informal	Other	Total
Elundini	5,819	25,953	2390	470	209	137	575	35,192
Senqu	21,380	10,784	1,078	0	410	1,231	224	34,967

LM/DM Name	House	Trad	Flat/Clust	BackYr d	InfYrd	Informal	Other	Total
Maletswai	7,834	343	508	52	562	1,935	210	11,252
Gariep	6,819	36	100	932	104	206	11	8,208
Total	41,852	37,116	4,076	1,454	1,285	3,509	1,020	89,619

Source: StatsSA Community Survey 2007

The Provincial Housing Development Plan estimated the housing need in the District to be 36,330 households, of which 13,300 are urban families and 23,000 are rural residents needing homes and services.

The key challenges for Human Settlement going forward will be to improve delivery of low-income housing and eliminate all challenges being experienced and further facilitate development of middle-income housing projects. Key issues identified for intervention by the Human Settlement Department include:

- ◆ Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- ◆ Lack of bulk services on identified land for housing development
- ◆ Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- ◆ Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- ◆ Ensure that all built houses are occupied.
- ◆ Use local labour and resources and ensure that joint-ventures when external contractors are being used.
- ◆ District Municipalities to be accredited for housing development.
- ◆ Ensure maximum public participation in housing development to ensure ownership.
- ◆ Decentralise registration systems and the ability of the systems to link nationally.
- ◆ Explore development of low income rental housing middle income low cost housing

5.6.4 Education

Joe Gqabi has higher than the national average of people between 5-24 years attending school but lower than the national average for those attending tertiary education. Approximately 25.5% of the District population does not have any form of training or education, with 40.2% only having completed grades 3-7. Only 3.3% of the population has completed Grade 12 compared to 6.6% in the Eastern Cape. Only 1.7% of the District population has obtained a tertiary qualification. Figure 14 below shows an update in terms of progress in education attainment within the District.

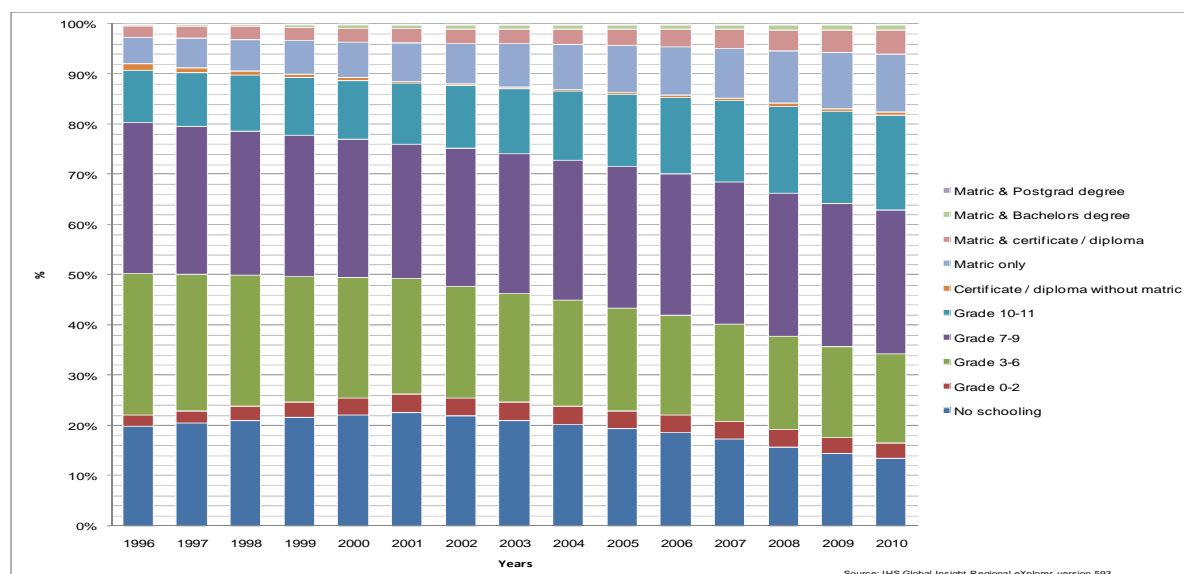


Figure 14: Education attainment

Elundini has the largest proportion of people having only received primary education, while the Gariep area has the highest proportion of people (31.5%) having never received any form of education. Table 41 below shows the number of schools in the District in 2007.

Table 41: The number of schools in the District in 2007

Schools	Gariep	Maletswai	Senqu	Elundini	District
Combined	4	4	59	98	165
Primary	23	21	74	78	196
Secondary	4	5	17	19	45

Source: Department of Education

The Eastern Cape Province was declared as the worst performer in 2011 matric results in the country, which has drawn the attention of the National Government. The District matric pass rate dropped from 55.5% in 2010 to 49.1% in 2011 in the Sterkspruit District of Education. The Mt Fletcher District managed to improve from 49.8% in 2010 to 54.9% in 2011.

The poor level of higher education in the District could be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape. The majority of the population is without education due to a number of factors that include but are not limited to inadequate number of schools and institutes of higher learning, affordability and lack of access.

The Department of Education (DoE) allocated R149m over the present MTEF to upgrade 19 mud schools and 26 others. A new special school is to be built in Aliwal North costing R6.5m. This is insufficient to eradicate the 25 mud structures in Senqu and the 95 mud structures in Elundini, as well as the seven schools affected by disaster in Elundini.

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55.5% in 2010 to 49.1% in 2011 in the Sterkspruit District of Education. The Mt Fletcher District managed to improve from 49.8% in 2010 to 54.9% in 2011.

The District has prioritised education, as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment, which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment.

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The District has prioritised education, as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment, which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment. Key issues that must be addressed include:

- ◆ Improving matric pass rates
- ◆ Eradication of mud schools in the region
- ◆ Conduct career Guidance in schools
- ◆ Improve scholar transport
- ◆ Upgrade public libraries
- ◆ Reopening of teacher training colleges
- ◆ Availability of preschools in all settlement
- ◆ More capacity building still needed in order to resource schools
- ◆ Capacity building of SGBs
- ◆ Improve the poor culture of Learning and Teaching in all schools
- ◆ Merging dysfunctional schools to be prioritise by MEC
- ◆ Scholar transport be provided in the event of distant schools but as a matter of policy primary schools to be built closer to communities
- ◆ Career guidance should be intensified to assist students with career choices
- ◆ Public libraries should be modified and respond to the current needs
- ◆ ABET schools should be established in all settlements

5.8 Public Facilities

Public facilities such as libraries, halls, sports fields, swimming pools, and so forth, are constructed and maintained by municipalities. In all municipalities, there is recognition that municipal facilities are not at standards acceptable to communities. Maintenance of such facilities is one of the largest concerns. Over the past five years, the following facilities have been built:

- ◆ Maletswai ward 3 Community Hall
- ◆ Jamestown sports field

- ◆ Multi-sports complex/facilities in Mt Fletcher and Sterkspruit. Phase 1 of facilities in Burgersdorp, Steynsburg and Dukathole and Venterstad.
- ◆ Community Halls in Elundini (Maclear, Ugie, Wards 1, 7 & 16) and Senqu (Ward 3)
- ◆ Library in Mt Fletcher
- ◆ Clinics in Barkly East, Lady Grey, Mt Fletcher and Rhodes
- ◆ Municipalities are planning to upgrade/build new public facilities: the Library in Aliwal North and Phase 2 of Burgersdorp, Steynsburg and Venterstad Sport Facilities.
- ◆ Public Viewing area in Lady Grey for the 2010 world cup

The overall District area does not enjoy an even supply of proper sports and recreation facilities except, those located in the main towns. Even those in towns need upgrading. The sports fields in the townships have been vandalized. A detail of community facilities within the District is shown in table 42 below.

Table 42: Community Facilities in the District

LM	Police Stations	Sports facilities	Halls	Libraries
Elundini	9	2		
Senqu	8	3		
Maletswai	2	12 facilities, soccer, tennis, netball, athletics	5, 1 planned	2
Gariep	3	3 sports fields, Golf course Oviston swimming pool and tennis courts 3 multi sports complexes	10	6

This results in some sports teams such as for tennis, netball, cricket, volleyball and rugby, arranging with the schools and/or town facilities. Soccer has limited playing grounds.

There is a demand to create more space in our libraries in order to enable students to study in a more conducive environment. In addition to creating more space for studying purposes, municipal clinics should also be upgraded including providing adequate facilities to conduct counselling services.

The Department of Sports, Arts and Recreation should focus on the following matters:

- ◆ Strengthen Ward Sport Forums and provide incentives for leagues run in wards
- ◆ Vandalism of facilities (Elundini and Senqu)
- ◆ Maintain and upgrade facilities that already exist
- ◆ Develop district wide Sporting Infrastructure Plans for young people
- ◆ Establish a sports academy within the District area

SECTION 6: DISASTER MANAGEMENT

6.1 Disaster management

The District adopted its Disaster Management Policy and Framework in 2009 to deal with disaster management and planning within the District. A process to develop a District Disaster Management Plan has been initiated. Vulnerability and risk assessment form part of the terms of reference of the plan.

In response to the frequent snow incidents within the District, an incidence protocol was developed in partnership with all stakeholders and adopted by Council in June 2013. This project is implemented by the District in partnership with SANRAL, with an interest on the N6 and R58 routes.

The District Disaster Management Unit has been established to develop the District's capacity to deal with disasters. The roles and responsibilities of the centre is to coordinate, plan, capacity building, prevention and mitigation of potential disasters that the area is prone to such as tornados, floods, thunder storms, snow, swine fever, cholera and diarrhoea. In addition, local offices have been established by the District to perform the function at local municipality level.

The disaster management centre has been established with a District Disaster Management, Fire and Rescue Services Unit and four satellite offices in each municipality. A well-equipped District disaster centre is in the process of being established in Barkly East and four satellite centres in Maclear, Burgersdorp, Aliwal North and Sterkspruit. Funding for these establishments has been sourced from MIG and Department of Corporate Governance and Traditional Affairs. This funding will not be sufficient for making these centres function optimally hence further investment in this regard would be required.

To deal with provision of uninterrupted power supply, a generator was been procured though not yet connected to the current power supply due to the plans of extending the District Disaster Management centre. Plans for the extension of the Disaster Management Centre and one satellite office in each local municipality are at an advanced stage for implementation.

The JGDM has an infrastructure and Incident Command System (ICS), which is utilised as the incident command system. The next phase development of the ICS will add connection capabilities to the early warning system. The District was a pilot for the GEM³ System installed by the Province but the system is not linked to other municipalities, as it is the first of its kind and does not match with existing systems.

The Disaster Centre is in a process to review the signed Cross Border Aid Agreements with departments and other municipalities offering disaster and fire services in an attempt to cater for risks and community vulnerabilities. The process will be concluded in October 2013.

6.2 Fire fighting

Fire fighting is a shared service between the District and the local municipalities but currently only the District is budgeting for this service. The District is operating a full-time fire services.

The District is prone to runaway veldt fires as well as man-made fires that affect properties and buildings. In performing its function with regard to fire fighting, the District has acquired customised fire fighting equipment in 2009 and a cost of R9 million. Further, fire fighting equipment which includes small fire-

engines for each local municipal area and two medium fire fighting engines as well as three major fire fighting engines were purchased for the areas with the highest fire risk namely; Aliwal North and Ugie as defined in the Spatial Development Framework of the District. This investment will help build and strengthen the capacity of the District capacity to deal with veld and forest fires within the region. A partnership agreement between the District and the Working on Fire programme is in place.

Twenty nine fire fighters have been employed to deal with this function. The District also entered into a formal agreement with the working on fire programme with a focus of increasing the available human resources. The Provincial Disaster Management centre also provides support as and when needed. Good relations with the farming community also enable the District to respond to fire incidents with high levels of success. This process allows for shared resources usage.

6.3 Disaster risk assessment

With regard to managing high-risk developments, the District Disaster Management unit plays an advisory role through constant engagement with the affected parties. For instance, the centre has participated in planning of the Rhodes Airstrip and the development of the Environmental Management Plan of the District. Safety inspections are also conducted throughout the District on an ongoing basis to identify and respond to potential Disaster risk areas.

In terms of dealing with risks, the process of developing a Scientific Risk Assessment Plan in partnership with the University of the Free State has been initiated. This plan will inform the Disaster Management Plan (DMP). The disaster risk assessment will identify and quantify the various risks the area is exposed to, and develop strategies on how prevention, mitigation and responses should be arranged and managed by all stakeholders. The outcome of the study will form an integral part of the disaster management plan. This process has however been delayed to budget constraints currently experienced by the District.

Strategies for community vulnerabilities and risks identified include:

- Sewer incident protocol
- Events management safety and security plan
- Fire fighting services master plan
- Forest and veldt fire management plan process
- Flood management plan

6.4 Disaster and fire services institutional arrangements

The Disaster, Fire and Rescue Services Manager has been appointed and manages a team of eight employees. The organogram provides for eight disaster management posts. Filling of posts in this area of operations has been prioritised in the current IDP process. The staff complement is increasing in the unit as 29 fire fighters have been appointed. The staff complement now stands at thirty seven (37).

A Chief Fire Office was appointed. Fire fighting units are deployed in all the identified strategic areas within the District.

A fire fighting training was held in 2012 which involved twenty fire-fighters. Training on basic ambulance assistance will be conducted in the 2013/14 financial year. Fire fighting reservist units will also be set up in the 2013/14 budget year.

6.5 Disaster bylaws

The District Council adopted and promulgated community fire safety by-laws in 2009. These bylaws include fire related incidents namely tariffs, events management, occupancy certificates and community safety. Various fire services policies have also been developed and adopted by Council. The adopted policies and by-laws are applied to deal with mitigation, prevention and post disaster situations. Processes are in place to strengthen implementation and monitoring.

6.6 Community Priorities

Priority issues as raised by stakeholders across the municipality over the past few years include the following issues. These priorities should be addressed by all in the community.

a) Stimulation of the Economy

- ◆ Sustainable employment creation linked with skills training, and mentorship
- ◆ Plugging the leaks in the local economy
- ◆ Establishment of cooperatives
- ◆ Access to credit and banking services
- ◆ Business support services
- ◆ Marketing of the District
- ◆ Co-ordination, integration and alignment of budgets to enable comprehensive environmental planning that can stimulate economic growth
- ◆ Bringing marginalized groups into the mainstream of the economy;
- ◆ Diversification of the economy and broadening of the tax-base (develop clear strategies to deal with informal economy: hawkers);
- ◆ Focus areas: Agriculture (livestock improvement, agro-processing), Tourism (transformation and development), Labour-based programmes, Small and Medium business development (by-laws and support), Forestry.

b) Skills Development

- ◆ Increase skills levels especially among women, youth and the disabled
- ◆ Lack of access to further education
- ◆ Lack of technical skills e.g. engineers etc., as well as the retention of skills
- ◆ Focus skills development in areas of potential economic and social development
- ◆ Improve coordination between the Seta's

c) Environmental Protection

- ◆ The natural environment must be taken into account in all stages of project cycles
- ◆ Environmental sustainability must be taken into account.
- ◆ Efforts be made to conserve and rehabilitate land, biodiversity and historic places
- ◆ The protection of the environment is key to the economic growth of the area
- ◆ Waste Management, food hygiene, cleanliness and health safety should receive attention

d) Economic Infrastructure

All economic development initiatives of the District are aligned with the economic infrastructure, as informed by the following examples:

- ◆ The road networks are aligned with the key tourism areas.
- ◆ Roads to the forestry developments are in place and are in a good condition
- ◆ Development nodes and service upgrading areas have been identified in the spatial development framework which guide all infrastructure investments and maintenance in terms of water and sanitation
- ◆ Access to telecommunication services especially in remote areas is being improved throughout the District.
- ◆ Facilities to support economic development, including among others, agricultural infrastructure, hawker shelters, taxi facilities, airfields, SMME business premises, etc.
- ◆ Fast-tracking the pace of electricity connections especially in rural areas
- ◆ Maintenance of electricity reticulation.
- ◆ Access to safe reliable water supplies
- ◆ Water for irrigation and agriculture
- ◆ Exploring alternative methods of service delivery
- ◆ State of streets in urban areas
- ◆ State of provincial trunk and main roads both tarred and gravel
- ◆ State of access roads in rural areas
- ◆ The need for the reclassification of roads
- ◆ The provision of accessible roads, especially to all social facilities and also, to the areas of high economic potential;
- ◆ The co-ordination of road maintenance, functional integration and alignment of budgets and programmes; and
- ◆ Emphasis on roads in the Elundini and Senqu municipal areas.

e) Water and Sanitation Provision

- ◆ Eradication of the bucket system
- ◆ Provision of potable water
- ◆ Improved Operation and Maintenance of all water and sanitation schemes;
- ◆ Extension of water services to those areas where there is a high risk of waterborne disease
- ◆ Provision of improved sanitation where there are currently bucket systems or dense rural communities
- ◆ Drought relief
- ◆ Recovery of payment for services
- ◆ Sourcing of additional funds in order to meet targets

f) Social Infrastructure

- ◆ Facilities to support social development including among others sports fields, housing, libraries, clinics, hospices, schools etc.
- ◆ Accessibility to basic facilities by the elderly and disabled
- ◆ Maintenance of social facilities such as clinics and schools
- ◆ Exploring alternative methods of service delivery

g) Addressing Social Issues

- ◆ Mainstreaming of HIV and AIDS issues in a holistic manner, taking into account the dimensions of poverty, health, prevention and effective treatment of disease
- ◆ Land Reform; including commonage issues, acquisition of land for black farmers (particularly women), and land claims
- ◆ Welfare services especially in support of people accessing Identity Documents and social grants
- ◆ Provision of adequate sporting opportunities and facilities
- ◆ Facilities or systems development for the care of elderly, orphans, vulnerable children and youth
- ◆ Safety and security issues, addressing crime and the prevention of disasters
- ◆ Ensure the social plight of women, youth and disabled receive attention and that programmes are responsive to their needs
- ◆ Protection of the socio-economic rights of residents (as defined in the constitution, including housing, healthcare, food, water, social security, education and just administrative action)
- ◆ Effective response to disasters
- ◆ Improvement of health services to all communities
- ◆ Retraining and attracting qualified professionals especially doctors, nurses and teachers

h) Building Partnerships, Relations and Improving Cooperation and Coordination

- ◆ Co-ordination of sector Department activities, functional integration and alignment of budgets and programmes;
- ◆ Streamlining of programmes between government Departments so that the impact on the ground is larger
- ◆ Realignment of some government Departments and community activities to fit the District boundary (e.g. Department of Justice and Constitutional Affairs and Correctional Services)
- ◆ Co-ordination of other District municipalities activities, functional integration and alignment of budgets and programmes;
- ◆ Co-ordination of local municipality activities, their functional integration into District-wide systems and alignment of budgets and programmes between the local municipalities;
- ◆ Functional integration of specific interest groups into municipal affairs
- ◆ Support and capacity building to the four local municipalities.
- ◆ Building of partnerships with external organisations especially in the areas of economic development.
- ◆ Use of joint ventures to enable local organisations to partner with other larger external partners when procuring

i) Access to Information

- Improved communications from government
- Improved communication between spheres and sectors of government
- Improved awareness by communities around programmes being implemented

j) Institutional Capacity Development

- Improve systems and processes to support local government and the way communities operate
- Organisational restructuring of government to address the priority needs
- Financial efficiency of government improved to facilitate conduits for flows of money
- Build better customer relationship with the public, government and other stakeholders
- Improve the way in which government money is being spent to maximize its impact.
- Increase the proportion of women, youth and disabled being employed in government
- Support the development of District wide organisations

- Increase the ability of government to deliver on its mandates
- Improve the capacity which traditional leaders and designated groups

k) Democratic Governance

- Support for the improvement of democracy and Local Government leadership
- Improve the ethics used in management and governance
- Improve skills in governance
- Improved understanding of developmental local government
- More participation in affairs of government by communities
- Stronger political drive in implementation of programmes

l) Priorities Emanating through Community Based Planning

Public and community participation processes achieved through 2011 Community Based Planning have shown that the communities within the Districts have the following needs/priorities. Concerns raised during the outreach that had impact on the District emanating from the outreaches to communities between March to May 2013, include:

- ◆ Water and sanitation – quality, availability, and reliability
- ◆ Education and skills development initiatives
- ◆ Economic development, SMME and cooperatives support
- ◆ Shopping facilities
- ◆ Sports and recreational facilities
- ◆ Police visibility
- ◆ Youth development and empowerment
- ◆ Maintenance of community facilities
- ◆ Rectification of RDP houses
- ◆ Health and accessibility of clinics
- ◆ Maintenance and fencing of cemeteries
- ◆ Maintenance, surfacing of roads and access roads
- ◆ Creation of job opportunities and employment
- ◆ Public toilets in towns
- ◆ Support to special programmes
- ◆ Construction and or expansion of clinics and hospitals
- ◆ Construction and or maintenance of schools
- ◆ Refuse removal
- ◆ Improved ambulance services
- ◆ Electrification
- ◆ Access to information and Information and Communications Technology
- ◆ Social security

The above issues cut-across activities and mandates of various Sector Departments and stakeholders. Consequently, it will be critical that all plans and programmes of government do respond directly to these issues. At a District level, the following issues have been prioritised:

- Upgrading of water and sanitation infrastructure
- Development of necessary sector plans
- Implementation of Special programmes

- Electronic communications
- Economic development and skills development
- Job opportunity creation and support to SMMEs
- Water and sanitation backlog eradication
- Drinking water quality monitoring and management
- Waste management and pollution control
- Agriculture and rural development
- Sports (Mayoral cups)
- HIV and AIDS
- Disaster management

m) Matters raised by communities in recent meetings

- ♦ Manning of District water works to avoid vandalism
- ♦ Increasing pressure in water pumps
- ♦ Fencing of District dams and reservoirs to limit hazards
- ♦ Constantly improving water quality around towns and ensuring safety of water in rural areas
- ♦ Provision and maintenance of VIP water tanks and improvement of honey sucking business as well as extension of sanitation services to cover all areas.
- ♦ Provision and maintenance of public toilets in towns
- ♦ Water and sanitation utilisation awareness campaigns and reduction of illegal connections
- ♦ Improving the quality, size and output of toilets built
- ♦ Improving capacity of existing dams to deal with increasing demand
- ♦ Lack of sustainable job opportunities

SECTION 7: VISION AND MISSION OF THE DISTRICT

7.1 Vision

The vision of the Joe Gqabi District Municipality is:

“An improved quality of life for all residents”

7.2 Mission

The mission of the District is:



“Fight poverty through stimulating the economy and by meeting basic needs, improving service delivery quality and capacitating government and communities within a sustainable environment.”

The key elements that are contained in the mission of the District, as depicted in figure 15 below.

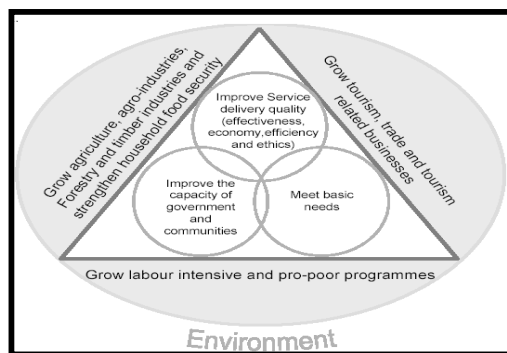


Figure 15: Key elements of the mission of the District

This mission is premised on the following key elements:

- ◆ Fight poverty
- ◆ Stimulate the economy
- ◆ Meet basic needs
- ◆ Improve service delivery quality
- ◆ Capacity building
- ◆ Sustainable development

District actions therefore must seek to fast-track the progress and sustain the achievements that we have made so far with regard to the above six elements. Active community participation will be critical if we are to achieve progress on these elements.

7.3 Values of Joe Gqabi District Municipality

The Joe Gqabi District Municipality adheres to the following values:

- ◆ Integrity
- ◆ Honesty
- ◆ Teamwork
- ◆ Communication
- ◆ Perseverance
- ◆ Competence
- ◆ Quality

7.4 Powers and Functions

The JGDM is legislated to perform a number of functions as shown in table 43. The core service delivery functions of the District municipality are water, sanitation, municipal health services, disaster management and transportation planning. In addition, the District shares the responsibility on tourism, planning, and fire fighting with its local municipalities. The District is also responsible as per legislation for the provision

of some District wide services (if applicable) such as District wide waste sites and abattoirs but as no such activities exist within the District and these functions are not being performed.

Additional powers and functions are allocated to the District municipality through service level agreements. Roads is a function of the DoRT and through a service level agreement the District Municipality will provide a service in the Gariep and Maletswai areas and re-gravelling in the rest of the District.

Table 43: Powers and Functions of the Joe Gqabi and its Local Municipalities

FUNCTION	JOE GQABI	ELUNDINI	MALETSWAI	SENQU	GARIEP
Air pollution		Yes	Yes	Yes	Yes
Building regulations		Yes	Yes	Yes	Yes
Child Care facilities		Yes	Yes	Yes	Yes
Electricity reticulation		Though agreement with Eskom			
Fire Fighting	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	
Municipal airports		Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	Yes	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes
Pontoons and Ferries					
Storm water		Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes
Water (potable)	Yes				
Sanitation	Yes				
Schedule 5 part b					
Beaches and amusement facilities		NO	NO	NO	NO
Billboards and the display of adverts in public places		Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlours		Yes	Yes	Yes	Yes
Cleansing		Yes	Yes	Yes	Yes
Control of public nuisances		Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public		Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals		Yes	Yes	Yes	Yes
Fencing and fences		Yes	Yes	Yes	Yes
Licensing of dogs		Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public		Yes	Yes	Yes	Yes

Local amenities		Yes	Yes	Yes	Yes
Local sport facilities		Yes	Yes	Yes	Yes
Markets		Yes	Yes	Yes	Yes
Municipal abattoirs		Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes
Noise pollution		Yes	Yes	Yes	Yes
Pounds		Yes	Yes	Yes	Yes
Public places		Yes	Yes		Yes
Refuse removal, refuse dumps and solid waste disposal		Yes	Yes	Yes	Yes
Street trading		Yes	Yes	Yes	Yes
Street lighting		Yes	Yes	Yes	Yes
Traffic and parking		Yes	Yes	yes	Yes
ADDITIONAL FUNCTIONS PERFORMED					
Licensing of vehicles		Yes	Yes	Yes	Yes
Primary Health Care	No	No	No	No	No
Road maintenance	Yes (Agent: DORT)				
Libraries		Yes	Yes	Yes	Yes

7.5 The Role of the District Municipality

7.5.1 Support to Local Municipalities

The District Municipality has provided technical and financial support in Community Based Planning, Legal Services, Information Technology, and technical assistance around water services management to local municipalities. The District municipality is also supporting in developing inclusive plans and policies such as public participation strategies, PMS strategies and LED plans for some municipalities. The District is in the process of commissioning a study aimed at assessing service delivery gaps and identifying the service delivery requirements of the local municipalities. This process is being conducted in partnership with the Development Bank of Southern Africa. This process is expected to culminate into the targeted support for the local municipalities that the District will utilize for sourcing funding. The District has further exposed three IDP managers to IDP training and PMS trainings as part of the broad skilling of local municipalities. The focus on the support to local municipalities in the 2013/14 financial year will be on improving audit reports, performance management, ICT, and communications.

SECTION 8: GOVERNMENT STRATEGIC FRAMEWORK AND STRATEGIC FOCUS AREAS OF THE DISTRICT

8.1 Municipal Turnaround Strategy

The Local Government Turnaround Strategy was introduced with its main objectives as to restore the confidence of the majority of communities in municipalities, as the primary delivery machine of the developmental state at a local level as well as to re-build and improve the basic requirements for a functional, responsive, effective, efficient developmental local government. Key outcomes of the strategy include the following:

- ◆ Policy and legislative Improvements to enable Local Government to function and perform better are undertaken
- ◆ IGR in practice is improved
- ◆ Active citizen engagement in Local Government underpinned by common set of Values is mobilised
- ◆ Measures by political parties to stabilise Councils and introduce standards and proper induction for new Councillors are undertaken
- ◆ Turn-Around strategies and actions by each municipality are formulated, implemented, monitored, and reported on (based on the framework and guidelines for municipal turnarounds that will be outlined in the National Turn-Around Strategy)
- ◆ Regional and Local Economic Development (LED) measures are defined jointly across government and in partnership with social actors for agricultural and industrial promotion in different municipalities
- ◆ A communication strategy is developed and implemented to support the implementation of the LGTAS
- ◆ A monitoring, evaluation, early warning and reporting system is developed and applied

The JGDM has addressed most of issues that were identified during the assessment phase. Details are shown below.

Municipal Administration and Human Resource Development

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
a) Recruitment and selection policies and procedures developed	Policy adopted by Council in March 2011	July 2011	None.	None.	None.
b) Policy on suspension of employees developed	Procedure that is applied by the JGDM is outlined in Collective Agreement of April 2011.		None.	None.	None
Address vacancies in S57 positions	All S57 Positions are filled.	December 2010	N/A	None.	None.
Address vacancies in technical positions (Planners, Engineer)	Filling of the position of Senior Planner has been shelved due to financial constraints. GIS position was filled in Dec 2010.	July 2011	New vacancy.	Financial constraints.	Financial support.
All S57 with signed Performance Agreements and submitted to the Department.	Agreements signed as at 01 July 2010 and July 2011 and forwarded to the Department	June 2010	None.	None.	None.
Development of a Performance Management System Framework	PMS Framework is in place. A reviewed Framework was adopted by Council in August 2011. PMS has been cascaded to middle management.	July 2011	None.	Funding and attraction of suitable incumbents for PMS posts.	Financial support.
Job descriptions are not in place as per DCOGTA requirements	All job descriptions were completed during the Job evaluation process.	December 2010	None.	None.	None.
Skills development plan for employees (2009/10)	Skills development Policy has been developed. It is being scrutinized by Senior Management for tabling to the council. Skills Audit was conducted by the internal skills audit committee.				
a) LLF meetings must be convened as planned	Convened monthly. Constitution of LLF is being reviewed. LLF policy to be developed	December 2010	LLF powers and functions	None.	None.

Good Governance and Public Participation

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Functionality of Ward Committees	Each local municipality has its own ward committees and they are functional. Further training will be undertaken after the re-launching of ward committees after 2011 elections. Gariep and Elundini local municipalities have signed the MoU on functionality of CDWs	2011	Municipalities have trained ward committees. Training has not yet taken place Process of signing with Senqu and Maletswai should be fast-tracked.	Training on roles and responsibilities Financial constraints The process has been slow.	None. Financial support DLGTA to offer assistance
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy	June 2011	None.	Understaffed Speaker's office Plenary system in LMs is a challenge	Capacity building and financial support for implementation of programmes
Public Communication systems	There is functional communications Unit in the District and local municipalities Manager Communications post was filled in January 2011.	June 2011	None.	Limited funds to implement programmes	Capacity building and financial support for implementation of programmes
No customer care policy Petitions /complaint management No suggestion boxes No toll free number	A Service Charter was approved by Council in March 2011. A complaints management system is being implemented in the District and satellite offices. National Consumer Anti-Corruption toll free number is currently being used.	June 2011 December 2010	None.	None.	None.
Front Desk interface mechanisms	Front desk of the municipality has been now staffed	December 2011	None.	Financial resources	None.
Delegation of functions between political and administration	Delegation register was reviewed in January 2010.	June 2011	None.	None.	None.

Disaster Management & Fire Services

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	Sept 2010	Gazetting of the policy.	The policy framework is being reviewed.	None.
Development of Disaster Management Plans	The district has developed TOR and a Bid Document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	June 2011	Inadequate Funding for the project.	Due to budget constraints, service provider could not be appointed to complete the Disaster Risk Management Plan.	Source budget from Provincial Government and go out on tender for the project.
Establishment of Disaster Management Centres	The Bid document for the centres includes the New Office Buildings of the District Municipality. An Amount of R5.1 Million was approved and later reallocated due to financial constraints. GeoTech report was completed in January 2011 and it supports development of the projects.	June 2011	Inadequate Funding for the project.	Due to budget constraints, service provider could not be appointed to commence with the project.	Source funding from PDMC and other sources.
Establishment and functioning of emergency and fire services along strategic routes	R9.2 million was secured for the equipment. 3 Fire engines have been procured and delivered. 1 rescue response vehicle has been procured and delivered 10 people have been recruited and are currently undergoing a learnership programme on Fire Services and Rescue training. A partnership with Working on Fire has also been established where a team of 24 was recruited and trained and are currently stationed in the Senqu area in Lady Grey	June 2010	Lack of funding for the day-day running of the service. Resuscitate service level agreements with local municipalities with clear roles and responsibilities.	None contribution from the LM's concerning planning and funding provision despite signing of service level agreements. LMs must prioritise rendering of fire services within their budgets. Considering the distances between towns for response operations the district is unable to reach its Target of <30 Min to an incident.	Provide adequate funding to meet the district statutory requirements. LMs are being engaged on compliance with SLAs.
Implementation of Disaster Management	Policy Framework developed and tabled to the Council but not adopted.	Dec 2010	None.	The JGDM Council to adopt the policy and to	None.

Policy Framework				facilitate the processes of gazetting and implement the policy framework by Sept 2010	
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Basic Service Delivery

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Access to water	75% of households have access to basic level of water service. This has improved from 64.3% in 2009/10 Financial Year. Blue drop status attained for Ugie and Sterkspruit WTW.	June 2011	Municipal funding needs to be increased Bulk infrastructure is in need for upgrade and refurbishment	All towns in the District are characterised by aging infrastructure, which is about 50 years old. The demand and levels of service provided has also increased for a greater proportion of the population leading to bulk water and sanitation infrastructure operating at over capacity.	Additional funding to address backlog, operations, and maintenance requirements.
Access to sanitation	75% of households have access to basic level of sanitation service. An improvement from 52.4% in 2009/10 Financial Year.	June 2011	Municipal funding needs to be increased Bulk infrastructure is in need for upgrade and refurbishment	Poor water systems, especially in deep rural areas where traditional water sources are still being used, are influencing the health of communities as water quality is at times is compromised. Financial sustainability of the service is a particular challenge, ensuring full cost recovery and debt management at a fair tariff and financing of capital investment are some of the challenges. Investigating other avenues of sourcing funding	
Access to Free Basic Services	An indigent policy exists. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal.	June 2011	A process to update the indigent registers is underway in local municipalities.	Inaccurate Indigent registers.	Require Technical and financial support with cleansing and verification of Indigent data.

Financial Management and Viability

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Revenue enhancement strategy	Water charges (24% collected by LM's) Sanitation charges (24% Collected by LM's)	June 2011	RSC levies are no longer applicable and will no longer be collected	Low collection levels by local municipality	Revenue enhancement strategy is required
Debt management (creditors)	Creditors are paid within 30 days from receipts of invoice. At month end the only creditors are for statutory payments e.g. VAT, UIF and PAYE etc.	June 2011	Collection from Departments – DoH and Cogta	2 large debts outstanding – Department of Health 6.7m and Cogta R25m. Invoices submitted to DoH and agreements being signed. Awaiting progress from Cogta. Creditors at year end amounted to R62m	Facilitation of Cogta process
Cash flow management	Poor cash flow status. No cash backed grants. Prospects for the future look challenging. Outstanding debtors will only cover the cash backing of grants but not add to operational income. All vat claims done	June 2011	Cash flow challenges.	Challenge in payments of debtors.	Financial support
Capital expenditure	Challenges in the opening balance of MIG. This will restrict MIG expenditure this year. SCM unit fully staffed	June 2011	Cash flow challenges.	% of capital expenditure	Financial support
Audit Action plan	OPCAR in place. Audit underway. Cannot respond to Maletswai audit issues. Some may remain in the result	June 2011	Maletswai issues	Signing of SLA with Maletswai LM	
Submission of Annual Financial Statements	AFS submitted on time: 31 August 2011	31 August 2011	None.	None.	None.
MIG expenditure by end of financial year	Interpretation of MIG expenditure an issue. Difference between the financial determination and the	June 2011	None.	None.	Alignment between financial years.

	technical determination.				
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17	Dec 2010	None.	Unbundling of Water & Sanitation Assets Recognition of Assets Re-valuation at Fair Value Presenting Asset Register in format required by Auditor General	None.
Supply Chain Management policy.	Policy approved.	Dec 2010	None.	None.	None.
Audit Committee	The Audit committee met four times in the 2010/11 financial year and it continues to meet quarterly Additional member with CA designation was appointed in April 2010.	Dec 2010	Committee members need to comprehend GRAP standards	Appoint members with capacity to understand GRAP standards	None.
Internal Audit Unit	A qualified internal auditor was appointed in June 2010 The organogram has been reviewed and a post for Risk Officer and two internal auditors were identified. The second internal auditor has been appointed.	June 2011	No internal capacity to perform Internal Audit function	Services were outsourced.	None.

Economic Development

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Target	Targets not met	Challenges encountered towards meeting the targets	Intervention needed to track the MUTAS targets
Municipal contribution to LED Increased budget to R13.2 in the new financial year for LED related activities. 2 LED vacancies that were budgeted for will be filled	R12M Allocated in budget and 35% has been spent. Post of LED specialist filled	Dec 2010 = 50% June 2011 = 100%	None.	Lack of funds	Financial support to implement programmes.
District LED Strategy adopted by Council.	Strategy approved in Feb 2010. 4 DST meetings alignment and implementation Engaged ECSECC to assist with detailed LED planning and with mainstreaming understanding within the institution.	Dec 2010	None.	Strategy lacks depth not detailed enough to give clear direction to individual staff members. Local municipalities not always proactively aligning to the DM strategy and the LM Plans.	Technical and financial support.
Facilitation of ward based economic planning	None	July 2011	Training by the Department has not yet taken place	Training by the Department has not yet taken place	The Department should conduct the identified training
Regeneration of declining local economies	Forest Sector Plan; Agric Sec Plan and SMME Plan have been adopted by Council CEO of JOGEDA is in process of being appointed. Budget was cut during adjustment Five initial high Impact Projects have been identified. Tourism marketing brochures were developed. Budget not available for the current year Project has started in Aliwal North	July 2011	Budget was cut during adjustment.	Inadequate budget.	Financial support.
Staff vacancy rate	Study completed and	July 2011	Long delay in filling posts.	None.	None.

	<p>recommendations being considered</p> <p>Education, Training and Development (ETDP Seta) funded 14 interns and 2 funded by the District.</p>				
Policies/regulations	<p>SCM Policy is in place but there are no economic related by-laws</p> <p>SLA are in draft but not signed by the LMs</p> <p>No policy support from local government on the activities relating to Municipal Health Services Strategy, Agric Plan and forestry sector plan, and no comments received on the draft plans.</p>	<p>75% of programme implemented by July 2011</p> <p>Completed by – laws by July 2011</p>	Need to ensure SCM policy is developmental.	<p>Revamp Finance system to improve SMME payment.</p> <p>Municipal Health By-laws to be finalized.</p> <p>SLA to regulate relationship between DM and LM around shared services (tourism) and direct economic services in an LM area (Municipal Health Services) to be concluded.</p>	None.
Public awareness and access to policies/regulations	The District utilises its website and local newspapers to public information on policies and other information	75% of programme implemented by Dec 2010	None.	None.	None.
Co-ordination of functional partnerships	<p>LM tourism structures are operational, agricultural plan – 2 meetings out of three were held</p> <p>Aiming to get the sectoral forums functioning before LED forum. Chambers of businesses need to be established by the LMs. Part of DST work plan</p>	July 2011	Participation of local municipalities; Absence of a District -wide LED Forum and Business Chamber Lack of fully functional district Tourism Forum	Active participation in fora by social partners.	Facilitation of partnership

8.2 Millennium Development Goals

The Millennium Declaration signed by world leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the millennium development goals. South Africa adopted vision 2014, which is derived directly from the United Nations Millennium Goals. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

8.3 Government Priorities

The programme tries to address the major challenges facing our society like high unemployment rates, poverty, deepening inequality and rural marginalisation. As a response to these challenges the programme identifies five priority areas of the government for the next five years:

- Creation of decent work and sustainable livelihoods
- Education
- Health
- Crime
- Rural development, including land reform, and food production and security.

8.4 Mandate for Local Government(2011 – 2016)

In localising the 2009 priorities of government the mandate for local government is informed by the following matters:

- Build local economies to create more employment decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;

- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

8.5 Priority programmes of the District

Based on a comprehensive analysis of the District and the Strategic Goals and Objectives, the District has adopted eight “Priority Programmes” to drive growth and development in the District over the next five to ten years. These priority programmes were endorsed by all the social partners at the Growth and Development Summit held in February 2007 as well as in subsequent public meetings. The Strategic IDP objectives presented in the following section are aligned to the eight priority programmes, MTAS and the 12 Outcomes of Government as well as the Millennium Development targets. The vision 2014 development goals have also been taken into account. The eight priority programmes are depicted in figure 16 below.

Agriculture :	• Aims to improve livelihoods of emerging and subsistence farmers.
Timber :	• Aims to create new jobs through new afforestation and timber processing
Tourism :	• Aims to grow the tourism industry
Water and sanitation :	• Aims to eradicate backlogs in line with national targets
Municipal Services Upgrading :	• Aims to improve municipal services to create sustainable human settlements, particularly in the seven new rural nodes.
Social Safety Net :	• Aims to support the poorest, through EPWP, home gardens etc.
Access and Linkages :	• Access Aims to improve roads and access to electricity and ICT, to support Economic development.
Governance :	• Aims to improve Government's performance, particularly in supporting economic development and improving service delivery (Co-ordination, health, education etc).

Figure 16: Priority programmes of the District

8.6 Alignment between the National, Provincial and JGDM programmes

The District has managed to maintain a high-level alignment and linkages between its programmes and those of national and provincial government. The twelve (12) outcomes of government have also been taken into account. The relationship between the medium term strategic framework (MTSF), 12 Priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Focus Areas of the JGDM (see table 44 below). These Strategic focus areas also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

Table 44: Alignment between the National, Provincial and JGDM programmes

MTSF	12 Priority Outcomes and role of Local Government	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<p>Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	Job Creation And Poverty Alleviation
2. Strengthen the skills & human resource base	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	Strategic Priority 4: Strengthen education, skills and human resource base	<p>Output 6: Support access to basic services through improved administrative and HR practices</p> <p>Output 1: Support municipalities in filling critical positions</p>	Human Resource Development
3. Improve the health profile of society	<p>Outcome 2: A long & healthy life for all South Africans</p> <p>Local Government role:</p> <p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	Strategic Priority 5: Improving the Health profile of the Province		Universal Access to Basic Services
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	Strategic Priority 3: Rural development, land and agrarian reform and food security		Rural development

MTSF	12 Priority Outcomes and role of Local Government	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
5. Intensify the fight against crime and corruption	Outcome 3: All people in SA are & feel safe Local Government role: OT 4: Improve procurement systems to eliminate corruption and ensure value for money OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Sound and transparent governance
6. Massive programmes to build economic and social infrastructure	Outcome 6: An efficient, competitive & responsive economic infrastructure network Local Government role: OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport OT 6: Improve maintenance of municipal road networks OT 11: Ensuring basic infrastructure is in place and properly maintained OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure OT 10: Ensure effective maintenance and rehabilitation of infrastructure OT 10: Develop and implement water management plans to reduce water losses	Strategic Priority 2: Massive programme to build social and economic infrastructure	Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity) Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement	Universal Access to Basic Services Build economic and Social Infrastructure
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Strategic priority 8: Building cohesive, caring and sustainable communities		Build social fabric
8. Pursue regional development, African advancement and enhanced international cooperation	Outcome 11: Create a better South Africa, a better Africa and a better world Local Government role: OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing			Intergovernmental Coordination

MTSF	12 Priority Outcomes and role of Local Government	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
	OT 1: Facilitate the eradication of municipal service backlogs in schools			
9. Sustainable resource management and use	<p>Outcome 10: Protect and enhance our environmental assets and natural resources</p> <p>Local Government role:</p> <p>OT 10: Ensure development does not take place on wetlands</p> <p>OT 10: Run water and electricity saving awareness campaigns</p>			Environmental conservation and protection
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	<p>Outcome 9: Responsive, accountable, effective & efficient Local Government system</p> <p>Outcome 12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Local Government role:</p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT 12: Comply with legal financial reporting requirements</p> <p>OT 12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure councils behave in ways to restore</p>		<p>Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p>Output 5: find a new approach to better resource and fund the work and activities of ward committees</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 6: Improve audit outcomes of municipalities</p> <p>Output 6: Reduce municipal debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p> <p>Outcome 6: Increase municipal spending on repairs and maintenance</p>	<p>Effective planning and reporting</p> <p>Sound and transparent governance</p>

MTSF	12 Priority Outcomes and role of Local Government	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
	community trust in local government OG 12: Continue to develop performance monitoring and management systems			

8.6 Alignment between JGDM Strategic Focus areas and 2011 Local Government Mandate

The alignment between the ten (10) District Strategic Focus areas and the 2011 Local Government Mandate is depicted in table 45 below.

Table 45: Alignment between Local Government Mandate and Strategic Focus Areas

2011 Local Government Mandate	JGDM's Strategic Focus Areas
Build local economies to create more employment decent work and sustainable livelihoods	<ul style="list-style-type: none"> ♦ Job Creation And Poverty Alleviation ♦ Build economic and Social Infrastructure
Improve local public services and broaden access to them	<ul style="list-style-type: none"> ♦ Universal Access to Basic Services
Build more united, non-racial, integrated and safer communities	<ul style="list-style-type: none"> ♦ Build social fabric
Promote more active community participation in local government	<ul style="list-style-type: none"> ♦ Sound and transparent governance
Ensure more effective, accountable and clean local government that works together with national and provincial government	<ul style="list-style-type: none"> ♦ Human Resource Development ♦ Intergovernmental Coordination ♦ Environmental conservation and protection ♦ Sound and transparent governance

SECTION 9: COUNCIL'S STRATEGIC FOCUS AREAS, OBJECTIVES AND DEVELOPMENT STRATEGIES

9.1 Service Delivery and Infrastructure Provision

Strategic Focus Area	Strategic objectives	JGDM Development Strategies	Programme number
Universal Access to Basic Services	Provide universal access to basic services	Maintain and rehabilitate all water and sanitation infrastructure	SD01
		Support municipalities in the provision of quality basic services	SD02
		Provide fire, emergency and rescue services	SD03
		Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD04
		Prioritise rural areas and farming community in the provision of water and sanitation services	SD05
		Expand Free Basic Services - presently covering water and electricity - to include refuse removal to all poor households	SD06
		Expand and speed up the provision of universal access to water and sanitation	SD07
		Facilitate universal access to energy throughout the District	SD08
		Expand provision and quality of municipal health services	SD09
Build Economic and Social Infrastructure	Improve transport networks within the	Support rehabilitation of all road networks within the villages throughout the District	SD10

	District		
	Facilitate creation of sustainable settlements	Facilitate and support the review all municipal spatial plans and continuously update all spatial planning information	SD11
		Participate and support initiatives geared towards revitalisation of strategic towns	SD12
		Lobby the various service providers to install communication towers throughout the District	SD13
	Facilitate environmental management and conservation	Implement working for water and working for wetlands	SD14
Environmental conservation and protection		Implement environmental conservation	SD15

9.2 Local Economic Development

Strategic Focus Area	Strategic objectives	JGDM Development Strategies	Programme number
Job Creation And Poverty Alleviation	Facilitate and implement job creation and poverty alleviation initiatives	Implement projects and programmes through labour intensive mechanisms to create more employment opportunities	LED01
		Encourage better working conditions in the farming community and improve access to government services	LED02
		Encourage and support initiatives geared towards mass job creation and sustainable livelihoods, including the community works programme	LED03
		Support and expand existing rural development programmes throughout the District targeting poverty pockets	LED04
		Facilitate increase in the number of youth participating in job creation, skills development and national youth service programmes organised by the National Youth Development Agency and other agencies.	LED05
		Identify, support and implement economic development flagship and anchor projects	LED06
	Facilitate and support regional economic development initiatives	Monitor the implementation of GDS agreement and continue to engage business and other key partners	LED07
		Facilitate and support local supplier development initiatives and strengthen implementation of the new BBBEE regulations	LED08
		Create and maintain stakeholder engagement initiatives	LED09
		Promote and market the District	LED10

9.3 Financial Management and Viability

Strategic Focus Areas	Strategic objectives	JGDM Development Strategies	Programme number
Sound and transparent governance	Ensure effective financial management and reporting	Comply with all statutory financial reporting and compliance with SCM policy and legislation	FM01
		Improve financial administrative capacity of the District	FM02
		Implement fraud and anti-corruption measures	FM03
		Develop and maintain up-to-date asset management system	FM04
		Continue with revenue enhancement strategy development and implementation	FM05

9.4 Institutional Development and Transformation

Strategic Focus Area	Strategic objectives	JGDM Development Strategies	Programme number
Human Resource Development	Improve human resource capacity	Effectively empower and develop the Council's workforce	ID01
		Encourage and support capacity and skills building initiatives of communities	ID02
		Attract, retain skills and encourage skills transfer initiatives	ID03
		Maintain good working conditions for staff and ensure continued existence of labor related structures	ID04
		Implement shared services within the District focusing on performance management, internal audit, risk, communications, information technology, integrated development planning and finance	ID05
		Ensure that funded vacant posts are filled.	ID06
	Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	Ensure legislative compliance and improved legal capacity of the District	ID07
		Strategically utilise ICT to improve government efficiency	ID08
		Ensure availability of office space	ID09

9.5 Good Governance and public participation

Strategic Focus areas	Strategic objectives	JGDM Development Strategies	Programme number
Intergovernmental Coordination	Facilitate intergovernmental cooperation	Promote intergovernmental cooperation initiatives	GG01
Sound and transparent governance	Communicate effectively with communities	Regular and effective communications with communities	GG02
		Strengthen platforms that promote democracy, community participation and empowerment in matters of local government	GG03
		Work closely with traditional leadership structures in the implementation of rural development programmes	GG04

	Ensure integrated planning and performance management	Strengthen internal communications	GG05
		Maintain positive community perceptions of the District	GG06
		Promote performance management among councillors and officials	GG07
		Implement effective planning and reporting mechanisms	GG08
		Establish and support municipal oversight systems, mechanisms and processes	GG09
		Ensure and maintain clean governance	GG10
Build Economic and Social Infrastructure	Facilitate the development of a healthy and inclusive society	Implement HIV and AIDS programmes	GG11
		Implement programmes targeting the special groups (SPU)	GG12

SECTION 10: OPERATIONAL PLANS AND STRATEGIES

This section outlines Sectoral Plans developed by the District recently and reviewed in the past few years. These have informed the various sectoral strategies contained in this document.

10.1 Disaster Management Plan

Joe Gqabi District Municipality embarked on a process of developing a District disaster management plan, with the assistance of suitably qualified service providers in the field. Subsequent to that a Generic Disaster Management Plan and a Corporate Disaster Management Plan was developed.

The District continues to use the Generic Disaster Management Plan and the Corporate Disaster Management Plans to enforce its powers and conduct its duties in disaster management. The Joe Gqabi District Disaster Management Centre in 2006 has embarked on a process to develop and establish a Scientific Based and Proven District Disaster Management Plan, by how to identify, classify, ensure proper prevention, mitigation and response mechanisms should be arranged and managed by all stakeholders.

The District embarked on a process to develop and establish a Scientific Based and Proven District Disaster Management Plan, by conducting a Scientific Disaster Risk Assessment throughout Joe Gqabi District Municipality. The process has been embarked upon solely to identify and quantify the various risks to which the District is exposed to, and develop strategies on how to identify, classify, ensure proper prevention, mitigation and response mechanisms should be arranged and managed by all stakeholders.

10.2 Area Based Plan for Land Reform

The Department of Land Affairs has come up with a new strategy for land reform, which conceptualizes land reform as a multi-faceted process aimed at creating sustainable economic development and improving the quality of life of the previously disadvantaged. This strategy is a result of deliberations from the Land Summit held in 2005 which provided for an inclusive review of land and agrarian reform with a view to accelerate the pace of delivery. The land summit was subsequently

incorporated by the Department of Land Affairs into GDS agreements. They have also provided funding and procured service providers to prepare these plans for the District Area.

Area Based Plans are land plans for municipal areas that deal with the needs of land for economic development and transformation. The framework makes planning for land and agrarian reform central to the formulation of Integrated Development Plans by local government. Land reform must be informed by Integrated Development plans with implementation occurring at a municipal level. Alignment between sector Departments, parastatals and the municipal development agenda is critical in ensuring a holistic and sustainable development outcome from land and agrarian implementation programmes.

The Plan is aimed at redistributing 30% of land to the land less for development. The objectives of the plan are:

- ◆ Redistribute 30% of white-owned agricultural land by 2014 for sustainable agricultural development.
- ◆ Provide tenure security that creates socio-economic opportunities for people living and working on farms and in communal land areas
- ◆ Provide land for sustainable human settlements, industrial and economic development.
- ◆ Provide efficient land use and land administration services.
- ◆ Provide efficient State Land management that supports development.
- ◆ Provide skills development framework for land and agrarian reform to all relevant stakeholders
- ◆ Development programmes for the empowerment of women, children, people with disabilities and those living with HIV/ AIDS and older persons within the context of the Department's mandate

10.3 Integrated Transport Plan

According to the guidelines for the Preparation of Integrated Transport Plans in the Eastern Cape Province, the Joe Gqabi District Municipality is classified as a Type 2 Planning Authority and needs to prepare a District Integrated Transport Plan. Linked to this requirement the provincial Department of Roads and Transport supported the District in preparing an Integrated Transport Plan (ITP).

The transport plan of the District covers, *inter alia*, backlogs, implementation plan in terms of the following aspects:

- ◆ Ranking facilities and public transport facilities
- ◆ Rail infrastructure
- ◆ Road network aspects and maintenance
- ◆ Airfields
- ◆ Non-Motorized Transport, Pedestrian bridges infrastructure and street lighting
- ◆ Freight Transport and Infrastructure
- ◆ Scholar Transport and Public transport facilities

In the case of the District area, there is only a District ITP; each local authority is therefore responsible for the implementation of the stated policies and projects in its own area.

10.4 Integrated Waste Management Plan

The District municipality have prioritized the review of the Waste Management Plan for 2031/14 financial year. Due to the lack of funds and the necessary capacity and support from the relevant Departments the review of this plan has delayed. Currently Waste Management Services (WMS) are rendered on a weekly basis to most of the residents in urban areas of the District by the four local municipalities, but there are substantial backlogs.

Most backlogs occur in Elundini and Senqu. In Elundini, waste management services are rendered in the town of Mt Fletcher only to the commercial sector, and no residents enjoy WMS. In Ugie, areas such as Mandela Park, Soccer field, Dyoki and other former black areas similarly have no service. The same applies to certain residential areas in Maclear e.g. Vincent Park and Peter Mokaba.

In Senqu, the biggest backlogs are found in Sterkspruit where only 268 houses have a regular WMS and the residents of some 2,300 other houses in and around the town is left to their own devices. In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Maletswai and certain areas of Gariep.

10.5 Water Services Development Plan

From the information contained in this WSDP, it is clear that in order to meet the above targets; additional grant funding will have to be sourced. The current estimated figures are much higher than the annual MIG allocations. Following the current trends, availability of Funding and resources, water and sanitation backlogs will only be eradicated by 2014.

10.6 Pavement Management Plan

The Pavement Management System was developed in 2006 for all the streets in towns in the District. Conditions assessments were done on some of the existing streets and the software was subsequently loaded onto computers of the four local municipalities. The pavement management system was primarily provided to the local municipalities for planning purposes with regard to streets in town. There is a need that the PMS software be extended to capture condition of rural roads as well.

10.7 HIV and AIDS Strategy

The Strategy is a multi-sectoral HIV and AIDS plan that seek to ensure:

- ◆ Collective identification of challenges, areas of great need, integration of programmes and involvement of all sectors in response to HIV and AIDS;
- ◆ The development of common approaches based on common and shared vision;
- ◆ The development of practical and realistic strategic implementation plans based on practical experiences of various role-players;
- ◆ Mobilization and identification of roles and responsibilities force various stakeholders; and
- ◆ Improve sectoral collaboration and commitment with emphasis on implementation.

A clear implementation plan with targets was developed and monitored. The implementation plan is reviewed with the Strategy annually. The strategy informs mainstreaming of HIV and AIDS both in

the workplace and at community level. A collective agreement on the HIV and AIDS workplace programme is implemented.

10.8 Joe Gqabi Women Development Plan

The women Development Plan is in place as developed by the Joe Gqabi Women Economic Empowerment forum. The Council endorsed the plan in August 2007.

Its purpose is to set targets and guidelines to facilitate economic empowerment of women and to package support programmes for emerging women entrepreneurs within the area.

10.9 Communication Strategy

Joe Gqabi District Municipality reviewed and approved a communication strategy in May 2013. The communication strategy has been developed in line with planned meetings that were arranged with the communicators from local municipalities. Some of the activities from the strategy were implemented with the assistance of both the Provincial and National governments. Part of the strategy involves the dissemination of information through CDWs and ward Councillors.

The objectives of the communication strategy are to raise awareness amongst citizens in the District about initiatives aimed at bettering the lives of people through job creation, agrarian reform and poverty eradication programmes. To provide a framework for strengthened coordination and cooperation of various spheres and sectors of government and to ensure that all residences/communities of the District, especially the poor and rural, are part of, and participate in programmes aimed at bettering their lives. The Strategy also seeks to outline community mobilisation processes.

The communication strategy outlines the stakeholders to be communicated with; the channels of communication, the time framed communication plan, the institutional arrangements and modes of communication. There is provision for engagement with communities through information days, political outreaches and support and assistance to local municipalities

Communication to the public is done through media (Takalane community radio stations coverage, which includes Maletswai, Gariep, Senqu and Elundini Community Radio Station. Unique Community Radio Station in Burgersdorp is operating and covering the Burgersdorp area of Gariep. Mayors have bought time slots and at times get community interest slots for free in all Community Radio Stations. The community Outreach Programme of the District is communicated through the community Radio.

10.10 Workplace Skills Development Plan

The 2013/14 Work Place Skills plan is in place. The plan identifies training needs aligned to the scarce skills and IDP implementation processes.

10.11 Employment Equity Plan

Joe Gqabi District Municipality addresses the Employment Equity requirements through continuous assessment and improvement in employment equity and provides reports on constant improvements to the Council and the Department of labour. Departments within the municipality are required to align themselves with employment equity and as such recruitment processes are monitored in line with the employment equity requirements.

10.12 Human Resources and Institutional Development Plan

The District Municipality has developed a Human Resource Strategy, which was adopted in May 2013. The Human Resource Development Strategy was adopted in May 2011 to support a holistic approach to human resource training and development in JGDM and to enable it to actualize its constitutional mandate of ensuring creation of jobs. The Plan covers a period of five years and it is implemented through the WSP.

The HRD Strategy aims at regulating the development of competencies of staff through Education, Training and Development. The following programmes serve as a guide for the type of programmes that could be instituted to address the problem of skills shortage in the District age among other activities learnership, skills programmes, voluntary internships, specialized training to support relevant sectors and local organizations.

The strategy seeks to address the institutional requirements and challenges in the short, medium and long term. The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram which is believed would satisfy the functional needs of the institution.

The EPWP implementation which entails implementation of the capital projects, roads maintenance as well as Working for Water and Working on Wetlands programme are the main source of contracting within the District. This excludes contract work with service providers which are employed for the duration of the various projects. There are contract workers beyond the above categories which are found in the Technical and Community Services Departments.

10.13 Tourism Plan

Joe Gqabi District Municipality has adopted its District tourism plan in October 2009. The tourism sector within the District is comparatively underdeveloped in relation to other Districts within the Eastern Cape. According to statistics provided by the Eastern Cape Tourism Board (2007 Statistics), there are 153 of which 30%, 60, 1 % and 9 % are 2, 3, 6 star and un- graded respectively. They fall in three distinct categories, self-catering, bed and breakfasts and lodges/hotels. There are few formalized tourism products (apart from accommodation) in the area. There are few skilled people participating within the tourism sector due to lacking training facilities providing tourism related skills.

Most visitors (52%) come from the Eastern Cape and Gauteng (23%). Joe Gqabi is sometimes used as an overnight stay between Gating and the Eastern Cape coast. This kind of accommodation tends to be easily accessible. The towns benefiting from this include Aliwal North, Venterstad and Steynsburg.

The market for ecotourism and adventure tourism tends to be fairly affluent. People tend to stay several nights. The Elundini and Senqu areas tend to benefit from this. In Aliwal North (but also in some limited other venues) there is a government sector market for people attending meetings and conferences. This tends to be during the week. There are two main route developments in the District namely: the Maluti and the Friendly N6 Tourism Routes. There is a smaller Lake Gariep Dam Route around the Gariep Dam. It is done in conjunction with the Free State and Northern Cape. The Friendly N6 stretches from Bloemfontein in the Free State through the Joe Gqabi District to East London. The Maluti Route is a cross border effort in conjunction with Free State and Lesotho.

The most active tourism node is that of mountain tourism. Tiffindell ski resort forms a key node within this sector though the resort has had its own challenges recently. There are linkages to the Rhodes,

Barkly East, Maclear, Ugie and Lady Grey areas. This node tends to be seasonably active. There is strong winter adventure tourism as well as Christmas and Easter activities.

The Aliwal North tourism node tends to focus on a different market: government officials and travellers. The Gariep Dam area is a developing tourism area and is strongly linked to conservation initiatives and establishment in the area as well as the Gariep Dam.

There are limited tourism opportunities within the Sterkspruit and Mount Fletcher areas. However the Sterkspruit CTO is operational and accommodation is provided for government officials and short stay visitors. There is no tourism accommodation in Mount Fletcher. It is expected that the Holo Hlahatsi dam in the Sterkspruit part of Senqu may provide some limited tourism attraction.

Joe Gqabi has developed a tourism plan, which focuses on product development, marketing, infrastructure development, human resource development, enabling environment, the tourism marketing and development. The tourism strategy identifies the tourism products and the financial and human resources for the each financial year. The District tourism programmes budget is R38, 877,500 covering the next five financial years. R34 233, 000 out of R38 877,500 is the capital budget and the rest is the operational budget.

Tourism has been identified as growth sector in the LED and thus has the potential to increase economic opportunities, be a source of employment to many and lower poverty levels within the District. Thus, tourism is of vital importance to the District and has enormous potential for job creation with direct benefits to local communities, as well as economic benefits for the region as a whole. The tourism objectives are amongst others the following:

- ◆ The establishment of tourism routes and tours, with a clustering of tourism products that explore the diverse natural and cultural heritage within the District
- ◆ Development of Meetings, Incentives, Conventions, Exhibitions and events tourism in the District
- ◆ Development of iconic products in the District to attract more tourists
- ◆ Develop the arts and crafts sector in the District
- ◆ Further develop and market cultural/heritage/historical attractions in the District
- ◆ Development of tourism service providers.
- ◆ Encouragement of budget tourism in the District
- ◆ Promote and assist the development of the Freedom Trail and the Freedom Challenge
- ◆ Promote adventure, nature based and sports tourism in the District.
- ◆ Development and promotion of rail tourism

10.14 Local Economic Development Strategy

The development of the District is based on the National Local Economic Development Framework, Growth and Development priorities as agreed upon by the social pact and compact, the PGDP pillars as well as the National Spatial Development Perspective principles. This is further entrenched in the activities of the clusters (government Departments, organs of the state and donors) and all the IGR structures operating in the District. The LED plan is based on the existing information emanating from the policies as reflected upon above.

The objective of the LED Strategy is e to contribute towards meeting the following targets:

- ◆ Reduce by 60-80% the number of households living below the poverty line
- ◆ Increase the number of jobs created locally through all municipal-run capital projects
- ◆ Increase the percentage of budget spent on implementing economic development programmes for a particular financial year in terms of the IDP
- ◆ Stimulate economic growth through government and private sector Investment
- ◆ Increase the proportion of development activities that take into account the interests of vulnerable groups (i.e. women, elderly, youth and the disabled)
- ◆ Increase the amount of funds injected to the District Municipality by sector Departments and other development agencies

The LED Strategy identifies the following projects

- ◆ Develop and implement District marketing and development plans around key sectors agriculture, Forestry, tourism, and skills development
- ◆ Value chain analysis around Tourism and other sectors
- ◆ SMME and Micro-enterprises Strategy
- ◆ District LED Support Structures (i.e. Tourism Organizations, Chambers of Commerce, Agricultural Associations)
- ◆ Local procurement and supply chain policies
- ◆ Tourism Routes
- ◆ Implement Tourism Sector Plan
- ◆ Expansion of EPWP (i.e. working for water, working for wetlands)
- ◆ Identify and support strategic partnerships
- ◆ CBD Revitalization in Primary Node and Secondary nodes
- ◆ Needs assessment of government Departments
- ◆ Signage

10.15 Environmental Management Plan

The District municipality developed an environmental plan in 2005 and it was reviewed and adopted in 2011. The Environmental management Plan covers the physical and biophysical environments (physiography, geology, soils, climate, hydrology and soil erosion, fauna and flora, the land use, land cover, land capability and conservation and the built environment).

10.15.1 Air Quality and Pollution

The terms of reference for the development of the District Air Quality management Plan (AQMP) have been developed. It is envisaged that the Plan will be adopted in the 2013/14 financial year. The District is an authority in terms of air quality monitoring. The necessarily financial resources and capacity to implement the function are still lacking. Consequently, the licencing function is currently administered by the Provincial DEDEAT

In the JGDM the most significant industrial contributors to air pollution in general have been identified as processing factories and the transport sector (exhaust fumes), which release toxic waste gases as a result of the combustion of fuels. Industrial activities are not a serious concern as these remain low, but include industrial processing by the following: Bokomo, PG Bison and DairyBell.

Generally, domestic contributors to air pollution are associated with wood, coal, waste and tyre burning. In addition, agricultural practices, involving indiscriminate veldt or forest burning of extensive areas, results in poor air quality and associated health issues. Burning of waste at local municipalities is also problematic (see table 46). JGDM may not be subjected to the same pollution load as other districts, which are more intensely industrialised. The EMP sets clear indicators and targets that relate to air quality management that should be monitored by the District.

The District is currently increasing its capacity to deal with air quality issues. Air quality issues are dealt with by the Air Quality Official located in the MHS section. This official has been exposed to various capacity building initiatives.

Table 46: Air quality Issues and Causes

Issue	Causes
Maintaining air quality in the wake of current and/or future potential industrialisation and development.	<ul style="list-style-type: none"> ◆ The public transport sector (taxis, trucking, aeroplanes, buses) are responsible for emitting pollutants in the form of exhaust fumes. ◆ Industrial processing facilities associated with economic growth. ◆ Burning of waste in municipal sites. ◆ Uncontrolled, extensive and unnecessary burning of grasslands. ◆ Non-road worthy vehicle emissions ◆ Burning of fuel wood for heat generation in rural and un-serviced settlements. ◆ Problematic sewage treatment facilities producing undesirable odours.
Legal compliance and enforcement: lack of or poor enforcement capacity.	<ul style="list-style-type: none"> ◆ Lack of appropriately skilled monitoring and enforcement offices at Local and District Municipal levels. ◆ Lack of public awareness of air quality issues and legislated pollution prevention.

More baseline information for the JGDM is needed to make inventories and have records of the emissions data, so that predictions of future levels of emissions as well as measurements of changes in the emissions can be undertaken. At present, no such baseline information can be sourced. The most relevant mitigation measures and areas that JGDM should focus on the use of biofuels, renewable energy, improved waste management and agricultural resource management.

10.15.2 Freshwater Resources

Freshwater is a vital natural resource in the JGDM and is essential to life, the environment, food production, hygiene, sanitation and industrial activity. It should be noted that DWA is currently in the process of establishing Catchment Management Agencies to take responsibility for water resource management in the various Water Management Areas. The Joe Gqabi District traverses three Water Management Areas (WMAs):

- ◆ The Mzimvubu to Keiskamma WMA
- ◆ The Upper Orange WMA and
- ◆ A very small part of the Fish to Tsitsikamma WMA

This complexity indicates the importance of cooperative governance when considering freshwater resources that must be shared among various users separated by political boundaries. The Joe Gqabi DM is drained by three main river catchments:

- ◆ The Senqu (Lesotho) / Orange (South Africa) River catchment with a natural Mean Annual Runoff (MAR) of 4 012 Mm³/a,
- ◆ The Mzimvubu River Catchment (the Tsitsa, Tina and Kinira tertiary catchments feed the Mzimvubu River), with a natural MAR of 2 897 Mm³/a, and
- ◆ The Kraai River Catchment with a natural MAR of 956 Mm³/a.

The Orange River system, South Africa's largest river basin, rises in the Drakensberg in Lesotho, where it is known as the Senqu River. The Senqu River drains the Highlands of Lesotho and is fed by the Sebakale, Tele and Quthing Rivers, as well as many other smaller tributaries, and contributes close to 60% of the surface water associated with the Upper Orange water management area, at the point where it enters South Africa to become the Orange River. The Orange River system is South Africa's largest river basin, and is the source of much of South Africa and Lesotho's water.

The Kraai River has its origins at the southernmost end of the Drakensberg, south of the Lesotho, in the magisterial district of Barkly East. The Kraai is a tributary of the Orange River and flows westwards from the junction of the Bell River and the Sterkspruit at Moshesh's Ford to join the Orange near Aliwal North. The Kraai catchment starts at altitudes of up to 3000 m on the basaltic rocks of the watershed that forms the boundary between South Africa, Lesotho and the Herschel District of the former Republic of Transkei.

The Southern Drakensberg Mountains on the boundary of the Elundini LM form a watershed that separates the eastern and western parts of the Joe Gqabi district. The watershed along the easterly boundary of the Kraai catchment, along the escarpment above the towns of Maclear, Ugie and Elliot, separates flow to the Atlantic Ocean via the Orange from flow to the Indian Ocean via the Umzimvubu River. The Umzimvubu River enters the sea at Port St John's, and is the largest undeveloped river in South Africa. The natural habitats of the catchment are critical for the regulation of water supplies. Rainfall is intercepted by natural grasslands and wetlands, so that it infiltrates into the ground and gradually is released through the rest of the year, thereby maintaining base flows during the dry months.

The largest suppliers of water to the Joe Gqabi District Municipality of these are the Gariep Dam, the Orange/Fish Tunnel and Holohlatsi Dam.

10.15.3 Water Quality

There is little to no information available regarding the current water quality of the rivers in the DM. Monitoring of freshwater resources is only undertaken periodically to ensure the quality of water at abstraction points for drinking water. This is insufficient to provide a good indication of the quality of the water in the rivers, wetlands, dams, etc. that comprise the freshwater resources of the municipal area. Water quality data are available from the Department of Water Affairs – Water Management System (DWA-WMS)

Water pollution can be experienced as a point or non-point source in both surface and underground water sources. Examples of point pollution sources are activities that discharge directly into the water sources, such as industrial effluent or malfunctioning wastewater sewage works. Point source pollutants are easily identified. Point sources of oil and other hydrocarbon pollution are areas used to clean taxi buses and vehicles in the river or stream.

Non-point pollution sources are more diffuse and difficult to trace as they occur indirectly and enter watercourses through rain and storm water run-off. Examples of non-point sources are fertilisers and pesticides used on agricultural land and oil spills on hardened surfaces. In JGDM, agricultural non-point sources may increase in association with the intensification of crop and stock farming, but is currently relatively insignificant compared with the point sources of pollution. Oils and hydrocarbon compounds, which enter the river systems through non-point sources, are a direct result of inadequate storm water management, where the absence of oil traps results in diffuse discharge into river systems. In addition, non-point sources of ground water pollution may be occurring because of scattered pit latrine sanitation, which is common in the JGDM.

10.15.4 Wetland systems in JGDM

There are numerous wetlands scattered around the local municipalities of JGDM. In the JGDM, wetlands are threatened by agricultural and development activities. In particular, wetlands are heavily grazed by stock during the dry season. Wetlands are also often ploughed for crops as the higher water table and soil moisture content in the flatter areas is ideal for crops. Wetlands are also the receiving polluting materials from upstream litter and activities.

Working for Wetlands is a programme initiative aimed at delineating and qualifying wetlands in South Africa. A project currently being conducted in JGDM is the Gatberg wetlands project. These wetlands, located near Ugie, are considered to be of high significance for biodiversity conservation at a regional and national level. They provide habitat for a rich variety of birdlife, including the vulnerable Grey crowned crane and the critically endangered Wattled crane and are important for water supply for towns, farms and wildlife. Other ecosystem services that they provide include stream flow regulation, flood attenuation, sediment trapping, phosphate assimilation, tourism and recreation, research, and education.

Commercial tree plantations in the 57,544 ha catchment have a significant impact on water flow into the wetlands. Other impacts include furrows that concentrate water flow and drain the wetlands, and road crossings and railway lines that affect its hydrology. Some wetlands in the area have been cultivated in the past, which has resulted in loss of vegetation cover, and invasive alien plants such as pines encroach from commercial plantations.

Rehabilitation intervention began in this system in 2004. All labour is sourced locally, and the project is implemented in line with Expanded Public Works Programme principles. Concrete and earth structures are used to deactivate erosion and raise the water table in wetlands. Invasive alien plants are being removed from some areas of the catchment, and where necessary the wetlands are being re-vegetated with indigenous wetland plants.

10.15.5 Erosion

Erosion is a significant problem in the JGDM. The degradation within JGDM is concentrated in the northern parts of Senqu LM and the very eastern areas of Elundini LM. Erodibility is the highest in the central and western parts of JGDM. The erodibility of soils can be described as their sensitivity to the effects of wind and water on the soil structure. This property is expressed as an erodibility index, where low values indicate high susceptibility to erosion, and high values correspondingly indicate a low susceptibility to erosion. The erodibility index is determined by combining the biophysical effects of slope and soil type, rainfall intensity and land use. These aspects are represented by terrain morphology (soil and slope), mean annual rainfall and broad land use patterns. Since soil formation is a geological process requiring centuries to complete, stable soils can be viewed as important natural resources

Soils in Elundini and Senqu LM consist mostly of arenites and mudstones that have a medium erodibility index. Thus, the probability of erosion due to natural processes in these LMs is low and the degradation observed is probably due to human interference. It is important to note that most degradation occur within 5km of urban build-up. Although natural erosion does occur, the influence of human activity might play a larger role in this process. Understandably, human activity does increase around urban and rural developed areas. Care should be taken on the impact of these activities on land degradation, as with time, these areas will become unsuitable for certain development purposes like agriculture or grazing.

10.15.6 Mining

The District is underlain by a variety of rock types representing a considerable time span. The area is mainly underlain by sedimentary rocks, through which magmas have intruded to form dolerite dykes and sills over time. Mining sites not rehabilitated cause erosion and subsequent sedimentation of rivers. Mining sites may not be licensed to operate and therefore are not obligated to rehabilitate the site. Abandoned stone borrow pits and quarries are common and are often not properly rehabilitated. Mined areas cause invasion by alien plant species, safety risks for local communities and can cause erosion and siltation of streams and rivers.

10.15.7 Faunal diversity

Historical settlement in the JGDM has transformed the faunal landscape. Large mammals have largely been hunted out, although bird populations have possibly been less affected. In recent years, however, with the growth in the popularity of game farming, larger game species are being re-stocked.

The impact of land use activities on large birds, such as cranes is an area of concern. Crane populations in the area have provided a focus for conservation efforts by Eskom and the Endangered Wildlife Trust in the form of the South African Crane Working Group at Joelshoek near Maclear. Wetlands provide an important habitat for these birds and should be regarded as a high conservation priority where they are known to feed and/or nest in significant numbers. Blue Cranes are also being threatened by farmers who try to control the Guinea fowl population by laying out poison.

10.15.8 Vegetation type

According to the South African National Biodiversity Institute (SANBI) and the vegetation classification by Mucina and Rutherford (2006), JGDM holds within its boundaries, 21 different vegetation types which fall within five different biomes including; Azonal Vegetation, Forest, Grassland Biome, Nama-Karoo Biome and Savanna Biome. This diversity is remarkable and is influenced by the range of climatic conditions, altitude and geology of the whole district. Of the twenty vegetation types, six are classified as Vulnerable and only one considered Endangered.

The biodiversity has been degraded through a number of processes, including poor grazing management of stock animals, crop ploughing on slopes and indirectly through the invasion of alien invasive plant species. Land degradation through unsustainable utilisation may directly impact on agricultural potential and therefore impact on food production and food security. Land and soil restoration and rehabilitation therefore presents an opportunity to add value for future benefits.

10.15.9 Invasive alien species

The most important alien species found in this area include Black wattle (*Acacia mearnsii*), Nasella tussock (*Nasella trichotoma* = *Stipa trichotoma*), Honey Mesquite (*Prosopis glandulosa*), Prickly pear

(a number of *Opuntia* spp.) and Jointed Cactus (*Opuntia aurantiaca*). Alien invading plant species threaten indigenous vegetation and biodiversity. Little is known about the extent of alien vegetation within the JGDM; however, there are large numbers of plantations in the municipality, which may contribute to the levels of alien invasive plants in the area.

The district also suffers from the encroachment of “invasive” indigenous plant species that appear to dominate, such as, Slangbos (*Seriphium plumose* = *Stoebe vulgaris*) and Blue bush (*Pteronia incana*) (Plate 2-19), especially in the Maletswai and Senqu local municipalities in the vicinity of Jamestown and Lady Grey. These plant species are progressively invading new areas, resulting in the change in grassland species composition and a reduction of up to 75% of the primary grass production (Jordaan, 2009). Although not alien, these plants are considered invasive and require considerable veldt management in order to minimise the loss of grasslands.

10.15.10 Protected areas

Other protected areas are privately-owned nature reserves and game farms. Often, these protected areas do little to conserve the areas of high conservation importance. The only reserve currently managed by Eastern Cape Parks Board is the Oviston Reserve, which surrounds the Gariep dam.

The Maloti-Drakensberg Transfrontier Park (MDTP) is a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the exceptional biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning. This area encompasses distinct landscape and biological diversity. It is quite rich in species and high in endemism. The area contains the largest and most important high-altitude protected area on the subcontinent, the high altitude streams, oxbow lakes and wetlands are tremendously important in terms of their indigenous flora and fauna and the area is an important watershed.

10.16 Agricultural Plan

The main farming activities on commonages and traditional land are sheep, goat and cattle farming. The contribution of these sectors is seldomly reflected in official data, but thousands of families depend on income from this sector. In the communal farming areas of the Elundini and Senqu local municipalities, maize production is very important out of a food security perspective. Due to the high rainfall in these areas, the potential for maize production is very good, but current production activities are such that low yields are obtained in the most instances. This is mainly due to a lack of funds with which to buy inputs as well as the absence of mechanization.

The massive food program and ASGISA contributed much to increase production outputs the past few years. The main commodities produced in JGDM are wool, mutton, and meat (cattle) followed by grains (maize, soybeans, dry beans, wheat) in the Elundini District and ostriches in the Gariep District and game farming in !Gariep and Maletswai Districts. Commercial Agriculture in JGDM is very stable with few land transactions due to the low risk nature of farming.

A conservative estimate of GGP contribution from Agriculture shows that more than R1, 45 billion is contributed by agriculture. The survey amongst businesses in JGDM shows that out of their 2009 turnover of R1, 8 billion, agriculture contributes 72%. It is therefore clear that the economy of most towns depend on agriculture. Agriculture is the next largest employer and, as indicated in Table 9, provides 16.3% of formal jobs (Down from 24.1% in 1996). Alarming is the decline in agricultural jobs versus the increase in government jobs.

The composite competitive index for competitive advantage in Joe Gqabi District is low (43.55%), and only better than OR Tambo, and Alfred Ndzo in the Province. Within the District, Maletswai (52.45) and Gariep (55.44), display significantly more competitive capacity than Elundini (39.97) and Senqu (47.33), and are less poor. Unemployment is high at 60.4% and 82.94% of District residents live in poverty. Forty three percent of the population live on less than R 1,000 per month. The main reason for the region's lack of competitive activity appears to be the death of basic services and economic infrastructure.

Only 43.1% of the population has access to electricity and almost 60% of the population does not have access to reticulated water. Further constraints on the District's competitiveness include prevailing tenure insecurity and ambiguous tenure arrangements, which act as a deterrent to private sector investment and complicate public sector efforts to address the infrastructure backlog. There is a clear need for an approach to communal tenure that is conducive to attracting investment.

The municipal economies of Joe Gqabi District are highly concentrated. There is excessive reliance on two sectors - agriculture and government and community services. This renders these economies dependent on outside goods and services (sixty per cent of purchases are produced and manufactured outside of the region) and vulnerable to change. Gariep is the only municipality that does not rely on community services as the primary contributor to revenue and employment.

Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential. An opportunity for new policies, projects and programs arises within regions, countries and globally, because of substantial differences between comparative advantage and competitiveness. This means that activities elsewhere in the Province directly influence the decisions for new projects and investments in JGDM.

According to the 2003 official data, JGDM contributes about 2.6% to the total GGP of the Eastern Cape and that contribution declined to 2.34% for 2007 (URBAN-ECON, 2009). The total of land transferred or sold to black farmers until 2010 is 2.528123 hectares of which 2.463, 581 is agricultural. The total number of transferred farms is 111 farms.

Summary of opportunities and recommendations for commercial agriculture

Opportunities	Action plans	Costs
Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in Elundini	Due diligence of best method and place for storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	R100,000 Private sector investment of R30 million depending size.
Grain mill	Investigate possibility of small mills in hands of small entrepreneurs or one large mill. Whatever the case; marketing of products should be of high quality and establish combined marketing Cooperative if micro mills option is followed. Again, a large mill should be privately owned.	Small mills R100,000 up to millions depending on size and additional infrastructure
Apple production at selected locations	Agree and adopt strategy to produce apples between private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Buss. Plan: R1 mil. Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small packhouse: R10 mil.

Agri tourism	<ul style="list-style-type: none"> ◆ Integrated planning ◆ Develop routes ◆ Branding of area ◆ Upgrade facilities 	
Production of niche products such as berries or other high value produce for the export market	<ul style="list-style-type: none"> ◆ Identify markets ◆ Develop business plans ◆ Branding of region and products 	
Small scale processing for niche and processed products	<ul style="list-style-type: none"> ◆ Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe 	
Medicinal plants and essential oils	<ul style="list-style-type: none"> ◆ Explore possibilities, find markets and develop business plans for implementation 	
Cultivation methods adapted to new technology	<ul style="list-style-type: none"> ◆ Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in input costs. 	

10.17 Forestry Plan

The development of the Eastern Cape Forestry and Timber Processing sector has been identified as an ASGISA initiative and as being central to realizing the Provincial Growth and Development Plan (PGDP) targets of achieving a 6% growth rate and halving unemployment by 2014. The importance of the forestry and timber-processing sector for the rural Eastern Cape economy is also highlighted in other policy processes, including the National Industrial Policy Framework (NIPF), the Industrial Policy Action Plan (IPAP) as well as the Regional Industrial Development Strategy for the Eastern Cape.

The Joe Gqabi Municipal District has the potential to play a key role in the Eastern Cape Forestry and Timber Processing sector. In the Elundini Local Municipal area 25,500 hectares is already under plantation forestry, while the Strategic Environmental Assessment for the Umzimvubu Basin identified a further 24,000 hectares as having a high potential for forestry in this area. The construction by PG Bison of a major timber processing plant at Ugie that opened in 2008 has firmly established a forestry market in the area.

Forestry plantations in Joe Gqabi total 25,487 ha and represent 20% of the plantations in the Eastern Cape. These plantations cover 1% of the total land area of the Joe Gqabi District. Forestry plantations in Joe Gqabi are located exclusively in the Elundini Local Municipal area and cover 5% of the total land area of Elundini Municipality. There are also three state owned forestry plantations in the area, which are managed by the Department of Agriculture Forestry and Fisheries (DAFF), the Ntywenka, Fort Usher, and Lehana plantations. The largest of these plantations is the Ntywenka Forestry Plantation, which is situated 25 km from Maclear. This forestry plantation comprises mainly pine trees, which account for about 65% of the plantation's total plantable area of 1,045 hectares. The remainder of the plantation is planted with gum trees. The Fort Usher and Lehana are eucalyptus plantations as well as being community plantations. They are both significantly smaller than Ntywenka at only 250 and 94 hectares respectively

With regard to timber production and processing, the PG Bison chipboard plant in Ugie started production in April 2008. The current intake of the board mill is 317,000 tons /annum and produces 650 m³ of finished boards daily. Forestry ownership statistics within the District are shown in table 47.

Table 47: Forestry Ownership

District Municipality	Local Municipality	Private Ownership	State Ownership	Community Ownership	Total
Joe Gqabi	Elundini	23907	1476	54	25437

Source: Eastern Cape Forestry Profile, DWAF, 2007

It is estimated that 2,430 people are currently employed in the forest sector in the Joe Gqabi District, of which PG Bison directly or indirectly employ 2,060. This estimate is based on the following information sourced through key informant interviews:

- ♦ The chipboard factory currently employs 231 permanent staff and 60 contractors. These contractors include SMMEs to conduct waste management, gardening and cleaning at the chipboard plant. One hundred people are employed by these SMMEs.
- ♦ PG Bison employs 1,670 people directly and indirectly in the plantation operations. All PG Bison's harvesting, transport and security operations are done in-house. However, PG Bison does employ five contractors (3 black and 2 white on 5 year contracts) to do silviculture work and fire management.
- ♦ Private growers and small saw millers employ no more than 25 people.
- ♦ State plantations employ 125 people
- ♦ The Working for Water (WfW) programme in the District currently employs 12 emerging contractors to remove alien trees. These contractors employ teams of between 15 and 20 workers, who are recruited locally. These contractors receive mentorship and training under the EPWP programme and many of them have become established small-scale entrepreneurs that also service the commercial forestry industry.

PG Bison has publicly committed itself to create 3000 direct and indirect jobs in the local forest sector by 2013 and a further 940 jobs would need to be created to reach this target¹.

The contribution of the forestry sector to the province's economy has yet to be fully established. Without detailed analysis of the income statements and costing reports of companies and government Departments, the impact can be partially estimated with regard to revenues generated, and salaries and wages. The Eastern Cape Forestry Sector Plan calculates that annual revenues of almost R1 billion (R 902 million) were generated by the forest sector in the Eastern Cape in 2007.

The most significant private investment in the forest industry in Joe Gqabi has been the construction of the PG Bison chipboard mill at Ugie in Elundini. This investment was worth more than R1.4 billion and created an estimated 1,600 direct jobs during the construction phase. The board mill produces chipboard and laminated panels. The current intake of the board mill is 317,000 tons /annum. At full rotation the plantations owned by PG Bison this will produce an estimated 460 000m³/annum, but the plant need 560 000 m³/annum to run at full capacity. Currently the plant produce 650 m³/day of finished boards, but can produce 1000 m³/day.

Chipboard for export is transported to Durban, while chipboard for domestic sale is transported to Johannesburg and Cape Town. Other timber processing activities in the District are limited to two small sawmills that produce wet off-saw timber products. In the past wattle was used to manufacture charcoal. However, all charcoal operations in the District have ended.

An initiative to start a micro furniture manufacturing plant in Elundini in partnership with PG Bison is underway.

As far as potential for new afforestation is concerned, the eastern portion of the Eastern Cape has large areas that are biophysically suitable for commercial forestry. In 2003, the former DWAF (now DAFF) commissioned a Strategic Environmental Assessment (SEA) of areas that are biophysically suitable for forestry in Water Management Area 12 (WMA12) (Umzimvubu – Keiskamma). This area covers large portions of the District municipalities of Amathole, Joe Gqabi, Alfred Ndzo, O. R. Tambo and Chris Hani.

10.18 SMMEs and Cooperatives Development Strategy

The institution has developed an SMME and Cooperatives Strategy, which is focusing on targeted support for SMMEs, and cooperatives. SEDA will be utilised as a special vehicle for the implementation of the strategy. Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. This strategy encompasses matters pertaining to business expansion and retention. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC, Thina Sinako and the District Municipality. This project cost about R5 million and it will be implemented in the 2011/12 financial year.

The District has further developed and adopted an SMME and cooperatives development plan, which seeks to outline key objectives, strategies and projects that the District will engage in to support these special sectors. The District has further developed and adopted an SMME and cooperatives development plan, which seeks to outline key objectives, strategies and projects that the District will engage in to support these special sectors.

SECTION 11: PROJECTS AND PROGRAMMES

11.1 District Projects and programmes

11.1.1 Three-year Infrastructure Plan: Projects/programmes for the MTEF

ASSET DESCRIPTION	2013/14	2014/15	2015/16	Funding Source
Lady Grey Bulk Water Project	R4 385 965	-	-	MIG
Ugie Sanitation Infrastructure	R1 754 386	-	-	MIG
Mt Fletcher- Bulk Water Supply	R9 243 860	-	-	MIG
Lady Grey : Sanitation	R4 385 965	-	-	MIG
Sterkspruit:Upgrading WTW	R17 543 860	-	-	MIG
Senqu Water Programme	R8 77 930	R17 543 860	R26 315 789	MIG
Steynsburg Waterborne Sanitation	R7 894 737	-	-	MIG
Jamestown Eradication Bucket Sanitation	R8 771 930	R13 157 895	R13 157 895	MIG
Elundini Rural Water	R10 526 316	R13 157 895	R13 157 895	MIG
Maclear Bulk Sanitation	R8 006 140	R 19 228 070	R17 513 158	MIG
SENQU VIP Toilets	R21 929 825	R17 543 860	R8 771 930	MIG
ELUNDINI VIP Toilets	R21 929 825	R17 543 860	R8 771 930	MIG
Disaster Centre	-	R2 500 000	R3 000 000	Own source

Water Pumps	-	R3 000 000	R3 000 000	Own source
Water and Sanitation Bakkies	R3 000 000	R1 500 000	R1 500 000	Own source
Computer Equipment	R145 000	R110 000	R120 000	Own source
Fleet Upgrading	-	R500 000	R750 000	Own source
Gariep WCDM Project	R3 289 912	R4 387 939	R5 484 868	MWIG
Maletswai WDCM Project	R3 289 912	R4 387 939	R5 484 868	MWIG
Senqu Spring Protection	R3 289 912	R4 387 939	R5 484 868	MWIG
Elundini Spring Protection	R3 289 912	R4 387 939	R5 484 868	MWIG
Elundini Rural Water 107 villages	R4 500 000	R10 000 000	R15 000 000	ORIO

CWP SITES & BUDGET IN JOE GQABI DM

	District	Municipality	Target Participation Rates	Budget Wages 2013/2014	Non-Wage Budget 2013/2014
1	Joe Gqabi DM	Gariep	1 000	7 666 000	1 564 492
2	Joe Gqabi DM	Senqu	2 000	15 332 000	3 128 858
3	Joe Gqabi DM	Lundini	1 000	7 666 000	1 564 492
TOTALS			4 000	30 664 000	6 257 842
TOTAL BUDGET				36 921 842	

11.2 Government Departments Projects

11.2.1 Department of Economic Development Environment and Tourism

Project name	Description	No. of beneficiaries	Municipality	Area/ward	Budget 2013/14	Start period	Completion period
Hershel Sandstone Mine	Hershel Sandstone Mine value addition	02	Senqu	11	R1 000 000	January 2013	January 2014
Masizame Bakery	Masizame Bakery (Steynsburg)	07	Gariep		R500 000	January 2013	January 2014
Elundini Water Bottling Co-op	Development of a bottling facility at collection point in Maclear	13	Elundini		R1 000 000	January 2013	January 2014

11.2.2 Department of Sports Recreations and Arts

Line Function							
Sport Development							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
Mini Olympics	Mass participation	Sport & Recreation stakeholders, and athletes , administrators and community	Maletswai Municipality	Aliwal North	145000	01 June 2013	30 June 2013
Softball Tournament	Mass participation	Softball federation, administrators and community	Maletswai Municipality	Aliwal North	91 000	1 November 2013	30 November 2013
District Sports Awards	To facilitate excellence	Sport & Recreation stakeholders, and athletes , administrators	Maletswai Municipality	Aliwal North	225000	1 February 2014	29 February 2014
Total			461 000				
Recreation Development							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
Mini Olympics	Mass participation	Youth	Maletswai Municipality	Aliwal North	60 000	01 June 2013	30 June 2013
Horse racing &riding	Mass participation	Youth and elderly	Elundini Municipality	Ugie	20 000	01 May 2013	30 May 2013
Wellness : Public Sector Sport	Mass participation	Workers	Maletswai /Senqu	Aliwal North &/Sterkspruit	25 000	01 May 2013	30 November 2013
Wellness : Golden games	Mass participation	Elderly	Senqu Municipality	Barkly East	15 000	01 June 2013	30 October 2013
Wellness : Aerobics	Mass participation	Youth	Maletswai Municipality	Aliwal North	21 500	01 April 2013	31 March 2014
Indigenous Games Leagues	Mass participation	Youth	04 local municipalities (Gariep, Maletswai.	Steynsburg Jamestown Maclear Sterkspruit	130 000	01 May 2013	30 September 2013

			Elundini and Senqu)				
Girl Guides & Scouts	Mass participation	Youth	Senqu Municipality	Sterkspruit	40000	01 April 2013	31 March 2014
Total			311 500				
Museums and Heritage							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
District Heritage Day Celebrations	Establishment, development of living heritage and oral tradition	Joe Gqabi district residents	Senqu municipality	Sterkspruit-Palmietfontein	188 000	01 April 2013	30 October 2013
Heritage Liberation Route	Establishment, development of living heritage and oral tradition	Joe Gqabi district residents	Senqu municipality	Sterkspruit-Palmietfontein	121 500	01 April 2013	30 October 2013
Project: District Geographical Name Change	establishment, development of geographical place naming	Joe Gqabi district residents	4 local municipalities	Joe Gqabi District	Provincial budget	01 April 2013	31 March 2014
Total					309 500		
Arts and Culture							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
Mini Wordfest and Book Exhibition	Programmes offered to develop acclaimed and upcoming artists.	Language & literature stakeholders	Senqu Municipality	Barkly east	34 000	01/04/2013	31/05/2013
Visual art and craft Exhibition	Programmes offered to develop acclaimed and upcoming artists.	Visual art & craft stakeholders	Senqu Municipality	Barkly east	31 500	01/04/2013	31/05/2013
National Arts Festival	programmes offered to develop acclaimed and upcoming artists.	Language& literature and Visual art & craft stakeholders	Cacadu	Grahamstown	20 600	01/06/2013	15/07/2013
District Sondela Festival	Programmes offered to develop acclaimed and upcoming artists.	Visual art & craft, language and literature, performing artists and festival goers	Maletswai Municipality	Aliwal North	247 900	01/06/2013	15/07/2013
Total					334 000		

LIBRARIES & INFORMATION SERVICES							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
Team building and in-service training	Promote use of library and culture of reading	librarians and library committees	Gariep Municipality	Venterstad	26 000	01 April 20123	30 April 2013
District Book Week	Promote use of library and culture of reading	Library committees, educators, learners and community	Elundini Municipality	Maclear	56 000	01 July 2013	30 August 2013
LIASA	Promote use of library and culture of reading	Librarians	Western Cape	Cape town	49 000	01 September 2013	30 October 2013
District Library week	Promote use of library and culture of reading	Library committees, educators, learners and community	Gariep Municipality	Burgersdorp	Provincial Budget	01 January 2014	28 February 2013
Total b				131 000			
Infrastructure development	Construction of library	Library committees, educators, learners and community	Senqu Municipality	Sterkspruit	R9m	01 April 2013	31 March 2014
SPECIAL PROGRAMMES UNIT							
Results Area/ Objective: Number of awareness campaigns							
Performance Measure indicator : No of programmes implemented							
Activities	Description	Number of beneficiaries	Municipality	Area/ward	Budget	Timeframe Start	End
Take a girl child to work	awareness campaigns	100	Maletswai Municipality	Aliwal North	10 000	01/05/2013	25/05/2013
Youth Day	Awareness campaign	Youth	Maletswai Municipality	Aliwal North	10 000	03/06/2013	25/06/2013
Elderly day and orphans celebration	Awareness campaigns	Elderly people	Maletswai Municipality	Jamestown	10 000	01/10/2013	31/10/2013
Children's Day	Mass participation	100 children	Maletswai Municipality	Aliwal North	6 000	04/11/2013	29/11/2013
HIV/Aids world aids day celebrations	awareness campaigns- life skills	Youth	Mt. Fletcher	Jamestown	10 000	02/11/2013	01/12/2013
Total				46 000			

11.2.3 Department of Human Settlement: 2013/14 projects/programmes

EMERGENCY HOUSING						
Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
1	EMERGENCY DISASTER 500	Elundini	80	80	R 7 600 000	Procurement
2	ELUNDINI 700	Elundini	80	80	R 8 320 000	Procurement
3	SENQU 342	Senqu	80	80	R 8 320 000	Procurement
4	COGTA EMERGENCY DISASTER 54	Elundini	31	31	R 3 610 000	Planning
TOTAL			271	271	R 27 850 000	

PEOPLE'S HOUSING PROCESS - PHP						
Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
1	MACLEAR 250	Elundini Local Municipality	175	175	R 15 125 000	Planning
TOTAL			175	175	R 15 125 000	

Item No	Project Name	Municipality	Targeted Services	Targeted Sites	Budget Allocation	Progress To date
1	Dukathole 172 (Rect)	Maletswai	172	0	R 51 600	Planning
2	Aliwal 550 (Planning)	Maletswai	550	0	R 1 691 650	Planning
3	Burgersdorp 955 rectification	Gariep	955	0	R 35 400	Planning
4	Venterstad 500 rectification	Gariep	500	0	R 56 400	Planning
5	Mt Fletcher 18 rectification	Senqu	18	0	R 36 000	Planning
6	Maclear 30 rectification	Senqu	30	0	R 60 000	Planning
11	RHODES 200		200	0	R 130 450	Planning
12	TEMBENI PROJECT 2400		2400	0	R 560 000	Planning
TOTAL			4825	0	R 2 621 500	

Item No	Project Name	Municipality	Targeted Services	Targeted Sites	Budget Allocation	Progress To date
1	STEYNSBURG 530	Gariep	229	229	R 24 255 000	Construction
2	ALIWAL NORTH DUKATHOLE 743	Maletswai	0	60	R 5 590 850	Construction
3	MACLEAR - NGCELE 500	Elundini	105	105	R 12 475 000	Construction
4	MACLEAR-KATKOP 500	Elundini	105	105	R 12 475 000	Construction
5	MOUNTFLETCHER - MANGOLOANENG 362	Elundini	105	105	R 12 475 000	Construction
TOTAL			544	604	R 67 270 850	

Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
1	RHODES 200 (PHASE 1- 100)	Senqu Local Municipality	100	100	R 9 500 000	Construction
2	ROUSOUW 100	Senqu Local Municipality	100	100	R 9 500 000	Construction
TOTAL			200	200	R 19 000 000	

Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
1	BURGERSDORP 955	Gariep	0	60	R 4 560 000	Construction
2	VENTERSTAD 500	Gariep	0	60	R 4 560 000	Construction
3	RHODES 30	Gariep	0	30	R 2 280 000	Construction
4	STEYNSBURG 600	Gariep	0	60	R 4 560 000	Construction
5	DUKATHOLE 172	Maletswai	0	125	R 9 297 480	Construction
6	DUKATHOLE 188	Maletswai	0	75	R 9 356 520	Construction
7	HILTON 94	Maletswai	0	59	R 6 378 389	Construction
8	BURGERSDORP 130	Gariep	0	95	R 7 701 460	Construction
9	JAMESTOWN 244	Maletswai	0	60	R 4 560 000	Construction
TOTAL			0	624	R 53 253 849	

Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
1	Sterkspruit A	Senqu			R 600 000	Service Providers have been appointed.
2	Sterkspruit B	Senqu				

Item No	Project Name	Municipality	Targeted Services	Targeted Units	Budget Allocation	Progress To date
3	Sterkspruit Mid-Income	Senqu			R 600 000	Finalisation of a Services level Agreement.
4	Sterkspruit Rental Stock	Senqu				
5	Lady Grey Mid-Income	Senqu				
6	Lady Grey Rental Stock	Senqu				
7	Barkley East Mid Income	Senqu				
8	Barkley East Rental Income	Senqu				
9	Aliwal North	Maletswai				
10	BNG	Maletswai				
11	Jamestown	Maletswai				
12	Elundini Project Scoping	Elundini				
13	Burgersdorp Mid Income	Gariep				
TOTAL			0	0	R 600 000	

11.2.4 Department of Agriculture

Project Name	Project Description	Number of Beneficiaries	Local Municipality	Area	CASP Budget Allocation R'000	Starting Period	Completion Period
Rietfontein	Stockwater System	16	Gariep	Burgersdorp	240	Apr-13	Mar-14
Steynsburg Commonage (Retreat)	Stockwater System	46	Gariep	Steynsburg	240	Apr-13	Mar-14
Venterstad Commonage (Tolkop)	Stockwater System	50	Gariep	Venterstad	240	Apr-13	Mar-14
Kalkfontein	Stockwater System	1	Gariep	Steynsburg	240	Apr-13	Mar-14
Ruigterfontein	Stockwater System	15	Maletswai	Aliwal North	250	Apr-13	Mar-14
Middelplaats	Stockwater System	3	Senqu	Lady Grey	240	Apr-13	Mar-14
Mangali / Sunfox	Stockwater System	7	Senqu	Rossouw	240	Apr-13	Mar-14
Shanklin / Matuba-Tuba	Stockwater System	6	Senqu	Barkly East	240	Apr-13	Mar-14

Project Name	Project Description	Number of	Local Municipality	Area	CASP Budget	Starting Period	Completion
Phelandaba	Landcare	100	Senqu	Sterkspruit	775	Apr-13	Mar-14
Bethania	Fencing	15	Elundini	Mount Fletcher	300	Apr-13	Mar-14
Ipupeng	Fencing	15	Elundini	Mount Fletcher	300	Apr-13	Mar-14
Kuebeng	Shearing Shed With Equipment	5	Elundini	Mount Fletcher	700	Apr-13	Mar-14
Misty Mount	Fencing	1	Elundini	Ugie	350	Apr-13	Mar-14
Burgersdorp Piggery	Piggery Structure	15	Gariep	Burgersdorp	240	Apr-13	Mar-14
Steynsburg Piggery	Piggery Structure	15	Gariep	Steynsburg	240	Apr-13	Mar-14
Pilgrimsrest	Stockwater System	7	Gariep	Burgersdorp	240	Apr-13	Mar-14
Dunkeld	Stockwater System	8	Gariep	Burgersdorp	240	Apr-13	Mar-14
Jamestown Piggery	Piggery Structure	15	Maletswai	Jamestown	240	Apr-13	Mar-14
Aliwal North Piggery	Piggery Structure	15	Maletswai	Aliwal North	240	Apr-13	Mar-14
Bultfontein	Shearing Shed With Equipment	2	Senqu	Barkly East	650	Apr-13	Mar-14
Khiba	Large Stock Handling Facility	15	Senqu	Herschel	350	Apr-13	Mar-14
Golden Valley	Fencing	2	Senqu	Dordrecht	200	Apr-13	Mar-14

11.2.5 Roads and Public Works

Municipality & Ward	Project Name	Budget	Time Frame
Gariep & Maletswai	Sla JGDM	R32,300,000	April 2013 To March 2016
Elundini	Sla Elundini	R4,000,000	Jan 2013 To March 2015
Senqu	Rmc Tar: Senqu	R2,442,000	June 2011 To May 2014
Gariep & Inkwanca	Rmc Tar: Gariep&Inkwanca	R4,360,000	July 2011 To June 2014
Senqu	Rrm Senqu	R5,950,000	Sept 2012 To Aug 2015
Elundini	Rrm Elundini	R5,403,000	Aug 2012 To July 2015
Senqu	Rrm: Dre Joe Gqabi In-House	R1,785,000	Feb 2013 To May 2014
Elundini	Flood Damage: Dr08018	R2,400,000	Jan 2013 To Feb 2014
Senqu	Flood Damage: Dr08514	R9,200,000	

Municipality & Ward	Project Name	Budget	Time Frame
Maletswai Local Municipality	Ex-Cpa Library Aliwal North: Alterations & Additional Office Block	R68,300,898	16 January 2012-15 July 2014
Maletswai Local Municipality	Farmers' Development Centre: Aliwal North	R12,048,345	27 February 2012 – 27 August 2013
Maletswai Local Municipality	Aliwal North New Offices: Drpw Support Offices & Agriculture Phase 1	R20,000,000	23 September 2013 – May 2015
Gariep Local Municipality	Burgesdorp Construction Of New Place Of Safety (Social Development)	R49, 609,754	26 October 2011 – 26 March 2014
Gariep Local Municipality	Paul Kruger Training Centre, Workshop And Drpw Offices	R17,000,000	22 August 2013 – May 2015
Senqu Local Municipality	Bensonvale College Upgrades (Offices) – Phase 3	R30,000,000	26 June 2013 – March 2015
Senqu Local Municipality	Sterkspruit Roads Depot Major Renovations & Upgrades	R18,000,000	30 July 2013 – March 2015
Senqu Local Municipality	Hershel: Conversion Of Old Mehlomakulu Hostels Into Govt Residential Units	R25,000,000	18 June 2013 – March 2015
Senqu & Elundini Local Municipality	5 School Fencing Projects: Phaphama Sps, Manxeba Jss, Musong Jss, Malgas Sps, Magwiji Jss	Each At A Value Of R500,000. – R650 000	February 2013 – June 2013
Senqu Local Municipality	Ngquba School – Early Childhood Development Centre	R4,000,000	17 June 2013 – March 2014
Elundini Local Municipality	Mt Fletcher Social Cluster: Education & Social Development (Phase 1)	R30,000,000	30 October 2013 – February 2016
Gariep Municipality	Paving Of Nozizwe Township (3km)	R5m	November 2012 – End April 2013
Joe Gqabi DM	Household Contractor Programme	R33, 960,160	April 2013 – March 2014 (Renewable)
All Joe Gqabi Municipalities	Nys	R 781 200	June 2012 – December 2013
All Joe Gqabi Municipalities	Aptcod	R 960 000	April 2013 – March 2014 (Renewable)

11.2.6 Department of Safety and Liaison

Objective	Activity	Key Performance Indicator	Venue	Time Frame	Budget ,000
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Objective	Activity	Key Performance Indicator	Venue	Time Frame	Budget ,000
Operationalisation of PCPS	Public Education Crime Awareness Campaigns	1 Public Education awareness campaigns	Barkly East	Feb 2014	30
	Support of Siyakhusela Projects in the District	Victim Support Centre Awareness and support	Palmietfontein (Macacuma)	July 2013	20
Operationalisation of PCPS	Assessment and monitoring of 4 Police Stations on Crime Prevention Protocol	School Safety Assessment and campaigns.	Zamuxolo Rhodes Lady Grey Venterstad	August 2013 Oct 2013 Oct 2013 Feb 2014	20
	Establishment and monitoring of Safety Patrollers	Meetings with schools, CPFs and Education Department	Maletswai (Malcomess) Ugie (Sibabale) Sterkspruit (Nkululeko)	Quarterly	50
Operationalisation of PCPS	Participate in Community Safety Forum	Meetings and Campaigns	Maletswai Elundini Gariep Joe Gqabi	Quarterly Quarterly Quarterly Quarterly	1000
	Establish and monitor JCPS Forum	Convene Meetings	B/East	Quarterly	5
	Participate in IGR and IPD meetings	Meetings and reports	Joe Gqabi District All four Local Municipalities	Quarterly	15
	Convene District engagement meetings with 3 Clusters	Meetings and reports	Aliwal North, B/East and Mt Fletcher	Quarterly	5
Strengthen Community Police Relations	Assess Functionality of Community Policing Forum	Meetings with CPFs using assessment tool	All 19 Police Stations in the District	Monthly	NCI

Objective	Activity	Key Performance Indicator	Venue	Time Frame	Budget ,000
	Monitopring Established Street/Village Commmittees Monitor and support sector forums	1 Workshops on Street/Village Committees Establishment of street/village committees 12 Police stations assessed	Maclear B/East, Maletswai, Steynsburg, Mt Fletcher, Lady Grey ,Barkly East, Jamestown, Tabase, Rhodes, Maclear Katkop, Ugie	May 2013 August 2013 Quarter 3	10 10 30
Strengthen Community Police Relations	Capacitation of Community Policing Forum	Training of CPFs	B/East(Elliot) Cluster M/ Fletcher Cluster A/North Cluster	Jan 2013 Jan 2013 Jan 2013	43
	3 CPF Cluster Boards supported		B/East(Elliot) Cluster M/ Fletcher Cluster A/North Cluster	June July August	30
Effective Oversight of SAPS	SAPS Strategic engagements	Crime Combating Forum and sub-joints Meetings	B/East Aliwal North Mt Fletcher	Quarterly	5
	Service Delivery Evaluations conducted at 19 Police Stations	Evaluation utilizing monitoring tools	Steynsberg Maletswai Mbizeni Roussouw Palmietfontein Rhodes Maclear Floukraal	April 2013 May 2013 June 2013 July 2013 August 2013 August 2013 Sept 2013 Oct 2013	15
Effective Oversight of SAPS	Service Delivery Evaluations conducted at 14 Police Stations	Evaluation utilizing monitoring tools	Ugie Zamuxolo Lady Grey Sterkspruit Barkly East Jamestown	October 2013 Nov 2013 Nov 2013 Dec 2013 March 2013	
	Conduct 06 Police Cluster Accountability Meetings	Community meetings	Sterkspruit Venterstad Indwe Mbizeni Kat-Kop Phumalanga	May 2013 July 2013 Aug 2013 Oct 2013 Nov 2013 March 2014	80

Objective	Activity	Key Performance Indicator	Venue	Time Frame	Budget ,000
Effective Oversight of SAPS	11 Police Stations Monitored using unannounced visits	Unannounced visits using the tool	Lady Grey Floukraal E/Height Mbizeni Sterkspruit Phumalanga Venterstad Barkly East Jamestown	April 2013 May 2013 Aug 2013 Aug 2013 Oct 2013 Jan 2014 March 2014 Feb 2014 Feb 2014	5
Complaints Management	Service Delivery Complaints against SAPS received and addressed	Reports compiled	District Office	Quarterly	NCI

11.2.7 Social Development and Special Programmes

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Mt Fletcher Teenagers Against Drug Abuse	1 500+	Mt Fletcher	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	R100 000
Sterkspruit Teenage Against Drug Abuse	3 000+	Sterkspruit	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	R110 000
Aliwal North Teenagers Against Drug Abuse	13 000+	Aliwal North	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	R110 000
Siboneleleni Aged Club	21	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R50 400
Zizameleni Aged Club	28	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R96 800
Kopanag Aged Club	19	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R62 700
Vukuzenzele Old Age Project	25	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R82 000
Siyakhathala For The Aged	40	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R375 000
Tamara Adult Care Centre	27	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R115 800
Bukho For the Aged Project	30	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R119 000

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Zingisa Adult Care Center	22	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R119 000
Siyeza Adult Care Centre	42	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R120 400
Phuthanang Aged Club	30	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	R108 200
Thembelihle Old Age Center	70	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R300 000
Siyaphambili Service Centre	85	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R228 000
Morning Star Service Centre	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R222 000
Noncedo Lod Age Home	110	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R300 000
Masonwabe Service Center	65	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R278 000
Phuthanang Service Centre	40	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R162 660
Sempete Lena Service Centre	72	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R408 200
Masibambisane Service Center	50	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R203 000
Leratong Service Centre	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R196 000
Luvelwano Service Center	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	R218 000
Huis Van Der Horst Old Age Home	87	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	R22 830 50
Dirk Postma Te Huis Verjaarsde	32	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	R18 843 61
Miriam Steyn Home for the Aged	41	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	R20 873 33
Ikhwezi Mphahlalatsane Service Centre	44	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R42 040
Sonwabile Pensioners	30	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R143 600
Masakhane Old Age Service Centre	50	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R199 000
Songuluntu Service Centre	45	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R 343 800

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Nceduluntu Service Centre	55	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R319 000
Ekuphumleni Elderly Centre	50	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R168 000
Umthunzi Wokuphumla Service Center	212	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	R 341 600
Mt Fletcher Cheshire Home	20	Mt Fletcher	Joe Gqabi	Residential Home for Children with disabilities	Services to People with Disabilities	R360 000
Qhayiyaletu Special Day Care Centre	26	Aliwal North	Joe Gqabi	Spec. Day Care Centre	Services to People with Disabilities	R116 688
Vukuzenzele Special Day Care Centre	15	Aliwal North	Joe Gqabi	Spec. Day Care Centre	Services to People with Disabilities	R 67 320
Bakwena Pre-School	40	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R132 000
Bongani Pre School	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R158 400
Ekuphumleni Pre School	57	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R188 000
Eluxolweni Pre School	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Esidikidini Pre School	41	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R135 300
Ikhwezi Lomso	40	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R132 000
Khanya Day Care	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R158 400
Khanyisa Creche	45	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R148 500
Kuyasa Creche-Pre-School	39	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R128 700
Lingelihle Day Care	23	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R75 900

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Lonwabo Creche	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Masikhanyiseni Pre-School	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R105 600
Masiphathisane Pre-School	19	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R62 700
Ncedanani Pre School	47	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R155 100
Noluvuyo Pre-School	29	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R95 700
Nonkqubela Pre School	47	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R155 100
Noxolo Pre School	38	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R125 400
Noxolo Pre-School	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R105 600
Peter Mokhaba Pre School	37	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R122 100
Phakamani Pre School	36	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R118 800
Phaphamang Pre School	33	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R108 900
Pumlani-Noxolo Pre-School	16	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R52 800
Sicelinceba Pre School	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Sinethemba Pre School	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R69 300
Siyabulela Pre School	12	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R39 600

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Siyazama Pre-School	24	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R79 200
Tshepang Pre-School	33	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R108 900
Tswelopele Day Care	28	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R92 400
Vusisizwe DCC	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 000
Vuyolwethu Day Care	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R158 400
Vuyolwethu Educare Centre	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Etyeni Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000
Skhathalele Pre-school	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Slovo Preschool	35	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R115 500
Rathato Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Frank Moshesh Pre-school	26	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R85 800
Vuyisanani Pre-school	26	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R85 800
Katlehong Pre-school	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R105 600
Zusakhe Creche	24	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R79 200
Masimanyane Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Magedla Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000
Sifundise Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Mandingasali Pre-school	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R69 300
Sediba Pre-school	19	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R62 700
Samkele Pre School	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Noluzuko Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
LD Mabandla Pre School	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R69 300
Ikaheng Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000
Zava Pre-school	28	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R92 400
Mdlokovana Pre-School	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000
Noluya Pre-School	39	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R128 700
Luyolo Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Transwilger Pre-School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Bongoletu Pre School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Rhodes Pre-School	28	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R92 400

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Sukey Greyvenstein	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Sibabalwe Educare Center	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Sunduza Pre-school	41	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R135 300
Khanya Pre School	29	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R95 700
Ilingelihle Pre-school	28	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R92 400
Thembelihle Pre-School	31	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R102 300
Sinethemba Pre-School	27	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R89 100
Vulindlela Pre-School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R89 100
Sebatatso Pre School	24	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R79 200
Masibulele Pre School	27	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R89 100
Siyakhula Pre School	44	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R145 200
Nompumelelo Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Tugela Pre - School	21	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R69 300
Ndofela Pre School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Noncedo 1pre School	19	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R62 700

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Noluncedo Pre School	26	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R85 800
Sondelani Pre School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R82 500
Noncedo 2 pre School	28	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R92 400
Sakhakude Pre School	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R66 000
Kabouterland Day Care	23	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R75 900
Reamohetswe Pre School	29	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R95 700
Zamani Pre-school	21	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R69 300
St. Paul Hilton Preschool	30	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Masibulele Preschool	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Fezeka Crèche	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Khulani Creche	30	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R99 000
Nobuhle Day Care	27	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R89 100
Yoluntu Educare	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	R198 000
Lingeletu Educare Centre	30	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R99 000
Inkqubela Educare Centre	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R211 000
Siyafunda Community Crèche	28	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R92 400

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Good Tree Educare Centre	28	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R92 400
Nomzamo Educare Centre	20	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R66 000
Sacred Heart Community Crèche	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R198 000
Joan Oberholzer Crèche	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R198 000
Luthando Crèche	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R198 000
St. Francis Crèche	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R198 000
Immanuel Day School	30	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R99 000
Nolundi Preschool	35	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R115 000
Kononia Pre School	50	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R115 000
Ikamvalethu Non Centre Based	30	Aliwal North	Joe Gqabi	Non Centre Based ECD	Child Care and Protection Services	R200 000
St Martin De Porres Preschool	28	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	R92 400
CMR Aliwal North	2	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	R119 500
CMR Burgersdorp	2	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	R119 500
Child Welfare S.A	3	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	R175 275
Badisa Aliwal North	1	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	R119 500
Lukhanyo Childrens home	20	Sterkspruit	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	R119 000
Goodwill Safety Shelter	30	Aliwal North	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	R619 500
Hughues Bequest Khaya Lokhanyo Cluster	12	Sterkspruit	Joe Gqabi	Community Based Cluster Foster Home	Child Care and Protection Services	R225 000
Zingonyameni Survivor Support	2 214+	Mt Fletcher	Joe Gqabi	Victim Support Centre	Victim Empowerment	R200 000
Mt Fletcher Advice Center	2 600+	Mt Fletcher	Joe Gqabi	Victim Support Centre	Victim Empowerment	R200 000

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Macacuma Victim Support Centre	330+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	R250 000
Sterkspruit Victim Support	300+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	R200 000
Palmietfontein Victim Support Centre	150+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	R200 000
Aliwal North Victim Support Centre	2 500+	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R250 000
Maletswai One Stop Centre	5000+	Aliwal North	Joe Gqabi	Shelter for abused women	Victim Empowerment	R860 000
Burgersdorp Safe Home for Women	3 500+	Aliwal North	Joe Gqabi	Safe Home For Abused Children	Victim Empowerment	R400 000
Venterstad Victim Support Centre	2 500+	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R250 000
Phila Uphlise		Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R 200 000
SteynsburgVictim Supprt Centre		Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R 200 000
Barkly East Friends to abuse		Sterkspruit	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R219 000
Maclear Victim Empowerment		Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R200 000
Masibambisane Survivor Supprt		Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	R200 000
Someleze HCBC	2 130+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R224 000
Zamulwazi HCBC	2145+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R169 000
Harepheleng HCBC	2 350+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Mpilontle HCBC	2 750+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Ukhozi Lwempilo HCBC	2 170+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Khanya HCBC	2 100+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Yizani HCBC	3 523+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Masinedane HCBC	3 100+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	R239 000
Lady Grey Home Community Based Care	1 070+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	R402 362
Masabelane Education For Life Group	5 16+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	R466 300

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Budget Proposal
Masiphilisane Home Based Care	1 000+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	R400 200
Sinobomi HIV&AIDS Wellness Information Center	1 200+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	R500 000
Empilweni Health Care Centre	900+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	R550 000
Nazareth Haven Hospice	3 080+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	R243 510
Ilitha Lethemba HCBC	3 120+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	R243 510
Caring Hands HBCC	2 483+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	R 243 510
Living Waters HCBC	3 402+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	R 243 510
Noncedo CBO	3 290+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	R169 302
Zenzele Wood Production	8	Mt Fletcher	Joe Gqabi	Dumping Site	Social Relief	R346 000
Single Parent Association	54+	Mt Fletcher	Joe Gqabi	Single Parent Association	Care and Support to Families	R150 000
Elunyaweni Family Presevation	820+	Mt Fletcher	Joe Gqabi	Family Preservation	Care and Support to Families	R169100
Steynsburg Family Resource Centre	2 712+	Aliwal North	Joe Gqabi	Family Resource Centre	Care and Support to Families	R251 200
Community Development Programmes						
Tele Liberation Route		Senqu	Joe Gqabi	Youth Development	Youth Development	R1 100 000
Total						R1 100 000
Kgatelo Pele Project		Senqu	Joe Gqabi	Sustainable Livelihood	Sustainable Livelihood	R 750 000
Bebeza Community Garden		Senqu	Joe Gqabi	Sustainable Livelihood	Sustainable Livelihood	R545 250
Total						R1 295 250
Masizame Bakery		Gariep	Joe Gqabi	Women co-op	Women co-op	R500 000
Sakhisizwe Bakery		Gariep	Joe Gqabi	Women co-op	Women co-op	R500 000
Vukani Makhosikazi Bakery		Elundini	Joe Gqabi	Women co-op	Women co-op	R 587 437
Total						R1 587 437

11.2.8 Department of Health

Total budget allocation for G&S: **R 84,726,347**

- District and 3 Subdistrict management: R 7 113 939
- 11 Hospitals: R45 670 092
- Community Health Centres: **R 3 000 000**
- Community Health Clinics: R25 182 390
- Other Community Services: R 915 787
- Community-Based services: R 5 844 139
- Governance: R 130 000
- **Capital equipment** **R 828 497**

HIV and AIDS grant: R 36 150 960

Clinics infrastructure maintenance: R 70 316

Hospital infrastructure maintenance: R 1 848 886

SECTION 12: FINANCIAL PLAN

12.1 State of Financial Administration in Local Municipalities

a) Senqu Local Municipality

Within the Joe Gqabi District, the most stable municipality in terms of financial administration and security is Senqu. This has been due to historic as well as current management factors. The stability of finances in a municipality has a positive impact on the ability of the municipality to deliver services. The staff can be contented and respond effectively to community needs. This municipality received an unqualified audit report for the 2011/12 financial year. The income base can be increased if water meters to capture consumption can be implemented as part of the infrastructure development.

b) Gariep Local Municipality

This municipality had challenges around the amount of income available for them to deliver services. There have been times for more than past five years when the financial viability as municipality has been questioned. Due to the small population size they receive only an amount of equitable share that should be sustainable. The total revenue collected versus the budget is affected by the payment of services of only 15%. This is coupled with the fact that they have urban areas with old infrastructure, which is of a high level of service, but which still needs to be maintained. The municipality is not drawing in much income from the sale of services to these communities. The tax basis must be addressed as they have not managed to implement systems around levying rates on the commercial farmland and this has negatively affected their income.

c) Maletswai Local Municipality

In general the financial affairs of this municipality improved as stricter financial control is now exercised although the municipality received a Disclaimer Opinion from the Auditor General for the 2010/11 financial year. Financial reporting and monitoring is contributing to keep expenditure within the limits of what the municipality can afford. Challenges were experienced around the spending of funds in this municipality, which has been more skewed towards the previously disadvantaged, has meant that maintenance of some of the higher level services in other areas (such as tarred roads in Aliwal North) have deteriorated beyond reasonable repair. This impact on the ability of the municipality to attract and or retain commercial enterprises that could generate income for the municipality.

d) Elundini Local Municipality

In Elundini there has been income (higher population and that means higher equitable share) but the efficient and strategic management of the funding has in the past been a challenge. The turnaround of Elundini financial management status is in process and this is expected in turn to have an improved impact on service delivery to communities. The Elundini municipality received a qualified opinion and this was limited to water stock.

12.2 Status of the financial position of Joe Gqabi

12.2.1 Accumulated Surplus/Deficit

A deficit of R42 438 393 was budgeted for in the 2012/2013 financial year. An adjustment Budget for 2012/13 was tabled to Council with an adjusted deficit of R62 493 919. Taking into account the audited opening surplus of R1 172 228 875 the total expected surplus of the municipality was R1 230 149 614 at 28 February 2013

According to the 2013/14 Annual Budget, the budgeted deficit for the year will be R70 912 000. The offset of depreciation of assets funded from Government Grant Reserve of R44 812 000 million must be taken into account and therefore an accumulated deficit of R26 100 000 is envisaged at 30 June 2013.

The total amount of assets of R1 272 182 121 as stated in the Annual Financial statements ending 30 June 2012 includes all assets relating to the water and sanitation function of R1 143 007 083

The Auditor General concluded the 2011/12 Audit Report on in December 2012, and the amounts in the Annual Financial Statements were confirmed.

12.2.2 Net Balance Accumulated Surplus

The net result of Accumulated Deficit will be R 62 494 000 (2012/2013) and R 70 912 000 (2013/14) is shown in the table 48 below.

Table 48: Accumulated Deficit

Accumulated Surplus	Adjustment Budget	Budget
	2012/13 R'000	2013/14 R'000
Operating Revenue	(481 572 000)	(461 096 000)
Less: Operational Expenditure	458 131 000	425 489 000
Operating Surplus/ Deficit	(23 441 000)	(35 607 000)
Less: Capital Expenditure	85 935 000	106 519 000
Balance Accumulated (Surplus)/Deficit	62 494 000	70 912 000

12.3 Financial Management Strategy

12.3.1 Institutional level

The JGDM reviewed its financial policies and the reviewed policies were adopted in with the draft IDP and Budget in March 2013. A tariff restructuring for water and sanitation function has been implemented since 2007 so that income matches expenditure and to ensure there is funding for replacement costs and maintenance. The District is also investigating the possibility of recovering some service costs for Municipal Health Services (MHS) through the implementation of fines and certificate of acceptability. MHS policies will be developed and linked to bylaws.

Currently, the District has concluded and signed all service level agreements (SLAs) with WSPs on the supply, maintenance and revenue control with regard to water and sanitation. The SLA deals with financial management issues, such as cost recovery, metering, and billing.

12.3.2 Financial Environment

High staff turnover is a challenge that leads to capacity gaps. Training of staff on effective usage of the financial system and other financial year has been prioritised. A new financial system, Samras, was introduced in October 2010.

The debtors on the financial system have been reduced significantly as historical unrecoverable debts were written off.

There has been significant reduction in wasteful and fruitless expenditure which enhances the revenue of the institution. To limit payment of interest charged by creditors for late payment of accounts, the District has strict controls on overdue accounts.

To further improve revenue management bulk and individual meters are prioritised for implementation in all towns and later in all served areas. This measure will be implemented in the shortest time possible.

Joe Gqabi District Municipality is currently going through a severe financial crisis and had to dramatically enhance its financial management. Currently the municipality has a negative cash flow position and payment of creditors has improved to the 30 days with 5% exceptions which is also improving.

Updating of indigent registers for all municipalities has been identified as a key area that significantly affects revenue enhancement and financial management. The Maletswai area is in the process of being completed. These databases need to be reviewed annually. With regard to the provision of free basic services (FBS) the District is standardizing FBS policy across the municipalities.

12.3.3 Projected Budget

As a deficit is envisaged, the financial projections and projected accumulated surplus is depicted in table 49.

Table 49: Budget projections

Net Result (Surplus)	Adj Budget	Budget
Expenditure Item	2012/13	2013/14
Operational Budget	458 131 000	425 489 000
Capital Budget - Funded from Revenue	85 935 000	106 519 000
Total Expenditure	544 066 000	532 008 000
Revenue	-	-
Total Revenue sources	-481 572 000	-461 096 000
Total Revenue	-481 572 000	-461 096 000
(Surplus)/DEFICIT	-62 494 000	-70 912 000

From the total budget of R532 008 000, about R280 057 000 is allocated for infrastructure. This represents 53% of the total budget.

Table 50 below shows the revenue that was realized in the past two year per category.

12.3.4 Alternative Mechanisms to deal with global economic crisis

The District Municipality opted for the front loading approach for investing on infrastructure backlogs. With this approach, the municipality makes loans based on the commitments from the outer years of the division of revenue. Discussions with the Development Bank of Southern Africa (DBSA) have been entered into. Current interactions with DBSA suggest that the JGDM will be successful and the application must now be submitted to National Treasury.

12.3.5 Annual Capital Expenditure

The audited outcomes from the 2011/12 financial year indicate 89% expenditure at the end of the year. For the 2012/13 financial year the District had collected about 29% of the projected revenue of R306 943 000.

12.3.6 Operational Budget

Assumptions were made to compile the 2013/14 Budget, but the main criteria of National Treasury per their Circular 66 and 67. The economic climate and inflation rates given were applied.

The estimated operating expenditure budget for the 2013/2014 financial year is R425 489 000. The expenditure per Directorate is shown in table 51.

Table 50: Expenditure per Directorate

Expenditure by Directorate	Budget Year 2013/2014 R'000
Executive & Council	30,052,000
Budget & Treasury Office	24,630,000
Corporate Services	31,662,000
Technical Services/Planning & Development	335,694,000
Community & Social Services	3,451,000

12.3.7 Annual budget tables

The table 52 shows the adjustment budget with the annual budget and the two outer years.

Table 51: Revenue and Expenditure

Description		Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue By Source												
Property rates	2	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	32 034	32 034	32 034	5 625	6 469	7 439	
Service charges - sanitation revenue	2	-	-	-	-	22 657	22 657	22 657	18 055	20 764	23 878	
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	15	5	-	-	-	-	-	-	-
Interest earned - external investments		4 964	2 901	1 403	1 000	2 515	2 515	2 515	2 666	2 826	2 995	
Interest earned - outstanding debtors		-	-	-	-	1 333	1 333	1 333	1 533	1 763	2 028	
Dividends received		-	-	-	-	-	-	-	-	-	-	-
Fines		0	0	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-	-	-
Agency services		-	-	(2 108)	3 158	3 158	3 158	3 158	-	-	-	-
Transfers recognised - operational		174 927	227 154	209 648	238 528	241 328	241 328	241 328	244 382	261 967	281 907	
Other revenue	2	28 442	24 299	2 707	1 050	3 918	3 918	3 918	3 540	3 742	3 966	
Gains on disposal of PPE												
Total Revenue (excluding capital transfers and contributions)			208 333	254 354	211 664	243 741	306 943	306 943	306 943	275 802	297 531	322 213
Expenditure By Type												
Employee related costs	2	60 180	72 679	78 594	101 902	120 907	120 907	120 907	124 458	132 423	140 368	
Remuneration of councillors		3 571	3 755	4 086	4 957	4 418	4 418	4 418	5 352	5 695	6 036	
Debt impairment	3	2 548	-	548	-	26 716	26 716	26 716	8 386	9 644	11 091	
Depreciation & asset impairment	2	36 161	37 472	41 617	41 831	42 276	42 276	42 276	44 812	47 501	50 351	
Finance charges		2 410	2 804	2 575	809	3 086	3 086	3 086	3 272	3 468	3 702	
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-	-
Other materials	8	-	-	-	-	-	-	-	-	-	-	-
Contracted services		25 673	43 341	35 003	12 285	45 146	45 146	45 146	47 013	49 834	52 824	
Transfers and grants		20 477	33 921	89 408	55 859	105 673	105 673	105 673	56 100	48 262	40 195	
Other expenditure	4, 5	131 563	126 242	80 180	71 094	109 911	109 911	109 911	135 785	142 881	151 222	
Loss on disposal of PPE		766	518	155	-	-	-	-	311	329	349	
Total Expenditure			283 348	320 732	332 164	288 737	458 131	458 131	458 131	425 489	440 037	456 139
Surplus/(Deficit)												
		(75 015)	(66 378)	(120 500)	(44 996)	(151 188)	(151 188)	(151 188)	(149 688)	(142 506)	(133 926)	
Transfers recognised - capital		100 751	97 592	123 954	175 489	174 629	174 629	174 629	185 294	181 575	200 532	
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions			25 735	31 215	3 454	130 493	23 441	23 441	23 441	35 606	39 069	66 606
Taxation		-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation			25 735	31 215	3 454	130 493	23 441	23 441	23 441	35 606	39 069	66 606
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality			25 735	31 215	3 454	130 493	23 441	23 441	23 441	35 606	39 069	66 606
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year			25 735	31 215	3 454	130 493	23 441	23 441	23 441	35 606	39 069	66 606

12.3.8 Capital Budget

As shown in the tables below, the main content of the JGDM 2013/14 Capital Budget is based on infrastructure programmes funded from MIG for Water and Sanitation backlogs. Other sources of revenue for the District include Accelerated Community Infrastructure Programme (ACIP), Municipal Water Infrastructure Grant (MWIG), Regional Bulk Infrastructure Grant (RBIG and the Orio grant.

The planned and audited capital expenditure over the past two financial years and the expenditure for MIG, MSIG and FMG in the last financial year are shown in tables 53 and 54 below, respectively.

Table 52: Audited capital expenditure

2010/11 Planned (Budget)	2010/11 Audited outcome	% Expenditure	2011/12 Planned (Budget)	2011/12 Audited outcome	% Expenditure
	R96 606 000			R96 606 000	

Table 53: Grants expenditure

Grant	Budget	Outcome	%
MIG	R143 957 000	R123 954 001	86%
MSIG	R790 000	R324 641	41%
FMG	R1 250 000	R1 227 618	98%

The capital budget for 2013/2014 FY is R100 725 000. This comprises mainly of water and sanitation projects funded from MIG. Capital budget by vote and capital expenditure per GFS function are shown in table 55.

Table 54: Capital budget by vote

Capital Expenditure by GFS Function	Adjusted Budget 2012/13 Rand	Budget Year 2013/2014 Rand
Executive & Council	742 000	0
Budget & Treasury Office	0	0
Corporate Service	2 507 000	2 600 000
Planning & Development	0	0
Health	610 000	0
Community & Social Services	0	0
Housing	0	0
Public Safety	107 000	1 980 000
Sport & Recreation	0	0
Environmental Protection	14 000	0
Waste Management	24 386 000	0
Waste Water Management	0	18 876 000
Road Transport	0	0
Water	57 569 000	77 269 000
Electricity	0	0
Other	0	0
Total Capital	85 935 000	100 725 000

12.3.9 Revenue

The estimated revenue budget for the 2013/14 financial year is R 461 096 000. This is a decrease of -4% on the previous year's adjustment budget.

The Joe Gqabi District Municipality has very few significant sources of discretionary or sustainable revenue. With the abolishment of RSC Levies, which was the main revenue source, the JGDM is totally dependent on grant funding from National and Provincial Government. Table 56 below shows revenue sources budgeted by source.

Table 55: Revenue by source

Source	Adjusted Budget R'000	Budget Year 2013/2014 R'000
Property Rates	0	0
Property Rates - Penalties imposed/charges	0	0
Service Charges	0	0
Service Charges- Water Revenue	32 034 000	5 625 000
Service Charges- Sanitation Revenue	22 657 000	18 055 000
Rental of facilities and equipment	0	0
Interest earned - External investments	2 515 000	2 666 000
Interest earned - Outstanding Debtors	1 333 000	1 533 000
Dividends Received	0	0
Fines	0	0
Licenses and permits	0	0
Income for agency services	3 158 000	0
Government Grants and Subsidies - Operational	241 328 000	244 382 000
Other Income	3 918 000	3 540 000
Public contributions and donations	0	0
Actuarial gains	0	0
Internal Recoveries	0	0
Total Revenue By Source	306 943 000	275 801 000

12.3.10 Service Charges

Joe Gqabi District Municipality is the Water Services Authority (WSA) and the local municipalities in the district are the Water Services Providers (WSP's). A service level agreement was entered between the two parties to provide water for the community. After the new SLA agreement was developed, a subsidy is paid to the WSP's.

The disclosure of Service charges is not shown in the JGDM financial records. The financial transactions appear on the WSP's records. This will be changed to reflect in JGDM's records from the 2012/13 AFS to the Auditor General when this function is brought back to the DM.

12.3.11 Billing

Billing of consumers for water and sanitation services is an integral part of the SLA agreements signed with the local municipalities. The District therefore is not directly responsible for billing consumers. A process to transfer this function to the District in the medium term has been initiated. However, all local municipalities bill consumers on a monthly basis as per norms and standards of revenue management.

12.3.12 Equitable share

While previous financial models have been based on the premise that the JGDM Equitable Share would increase at similar rates to the increase in national funds for this purpose, this has not proved to be the case. Unless these funds can be increased, JGDM will be very restricted in the range of services and support it can deliver.

The equitable share allocation to the local sphere of government takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities, to the extent that such information is available. An additional amount is granted for the increases in Councillor's remuneration as shown in table 57.

Table 56: Equitable share allocation

Financial year	As per formula	Council Remuneration	% increase
2007/2008	54,626,000	822,000	
2008/2009	63,339,000	857,000	15.78%
2009/2010	87,573,000	1,140,000	38.19%
2010/2011	111,705,000	1,278,000	27.36%
2011/2012	133 460,000	1,444,000	19.48%
2012/2013	147 788 000	1,525 000	10.05%
2013/2014	157 462 000	1613 000	6.8%

The Division of Revenue Act DORA 2010/2011 does reflect a significant increase over the next three financial years as shown in table 58.

Table 57: DORA allocations

Government Grants and Subsidies – Allocations	Division of Revenue Bill – 2012/13	DoRA Budget (2013/14 Allocations)
	R	R
1. Equitable share (Formula)	147 735 000	158 898 000
2. Equitable share (Contribution Cllr allowances)	2 923 000	3 276 000
3. Equitable share (RSC Replacement levy)	15 398 000	16 784 000
4. MIG	174 629 000	165 792 000
5. FMG	1,250,000	1,250,000
6. MSIG	790,000	890,000
7. Rural transport	1 776 000	1,778,000
8. EPWP	1 940 000	1,000 000
9. Water Services Operating Subsidy Grant	11 604 000	10,000,000
10.MWIG	-	15 002 000
Total - National Grant Allocations	358 045 000	374 670 000

No additional funding from National or Provincial Government has been indicated in promulgated legislation.

12.3.13 Regional Services (RSC) Levies Replacement Grant

No RSC levies may be raised and all outstanding amounts from debtors recovered. The Districts are compensated with the RSC replacement Levy Grant and the allocations to the JGDM are shown in table 59.

Table 58: RSC replacement Levy Grant

Financial year	RSC replacement Amount	% increase
2007/2008	9,898,000	
2008/2009	11,136,000	12.51%
2009/2010	11,889,000	6.76%
2010/2011	12,960,000	9.01%
2011/2012	14,127,000	9.00%
2012/2013	15,398,000	9.00%
2013/2014	16 784 000	9.00%
2014/2015	18 294 000	9.00%
2015/2016	19 654 000	7.43%

12.3.14 Municipal Infrastructure Grant

The largest infrastructure transfers over the MTEF years – are through the MIG, which supports government's objectives of expanding the delivery of basic services to poor households and alleviation of poverty. The grant also seeks to stimulate local economic development and job creation over the medium term. Municipalities are required to dedicate a portion of their capital budgets to labour-based infrastructure methods to meet the objectives of the expanded public works programme. This grant is listed on Schedule 4 of the Division of Revenue Bill, as it supplements municipal allocations for infrastructure.

In the past years, these grants (MIG) have been allocated to JGDM, which has in turn managed these projects prior to handling them over to the LM's. To this end, a Project management Unit (PMU) was established within JGDM, which was funded by a 10% fee for managing projects. The 2013/14 allocations are shown in the table 60 below.

Table 59: 2013/14 MIG allocations

Financial year	MIG Amount	% increase
2007/2008	92,880,000	
2008/2009	85,002,000	-8.48%
2009/2010	107,174,000	26.08%
2010/2011	119,694,000	11.68%
2011/2012	143,957,000	20.27%
2012/2013	174,629,000	21.59%
2013/2014	165 972 000	-4.96%
2014/2015	151 566 000	-8.68%
2015/2016	160 521 000	5.91%

12.3.15 Other Grants

The Division of Revenue Act made provision for additional Grant funding for specific purposes. These Grants are listed below:

- ◆ The Expanded Public Works programme (EPWP): This is a grant for jobs created. The number of jobs as per the DoRA is indicated as 213.
- ◆ Finance Management Grant (FMG): This grant will be used to employ interns in the Budget and Treasury office and to fund the improvement of financial records. The allocation on the FMG is shown in table 61.
- ◆ The Municipal Systems Improvement Grant (MSIG): This grant is allocated to the JGDM for projects included in submitted business plans. The allocation is shown in table 62.

Table 60: FMG allocation

Financial year	FMG Amount	% increase
2007/2008	500,000	
2008/2009	500,000	0.00%
2009/2010	750,000	50.00%
2010/2011	1,000,000	33.33%
2011/2012	1,250,000	25.00%
2012/2013	1,250,000	0.00%
2013/2014	1,250,000	0.00%
2014/2015	1,250,000	0.00%
2015/2016	1,250,000	0.00%

Table 61: MSIG allocation

Financial year	MSIG Grant Amount	% increase
2007/2008	1,000,000	
2008/2009	735,000	-26.50%
2009/2010	735,000	0.00%
2010/2011	750,000	2.04%
2011/2012	790,000	5.33%
2012/2013	1 000 000	26.5%
2013/2014	890 000	-11%
2014/2015	934 000	4.94%
2015/2016	967 000	3.53%

Capacity building grants include the LGSETA Grant, MSIG, FMG, Working on Water and Working on Wetlands. Some of the grants are discretionary and others are mandatory. Grants were used to implement learnership programmes on youth, internal staff, councillors and communities. The disabled were trained on project management. On the Working for Water and Working for Wetlands grants youth were trained on fire and rescue services, health and safety, HIV and AIDS, first aid and process control.

12.3.16 Donor Funding

In the light of the funding uncertainties described above, Council is keen to pursue options for accessing other funds notably from donors, both internal (i.e. Development Bank of South Africa) or external (overseas aid such as through the Thina Sinako programme). It needs to be noted, however, that even if the JGDM should prove successful in its attempts to ensure such funds, they can only ever be regarded as short term and unsustainable sources of revenue.

12.3.17 Expenditure by Type

The decrease is the direct result of the limitations set by grant funding and to correct GRAP principles but to facilitating functions allocated to the Joe Gqabi District Municipality. Expenditure by type is shown in table 63. The table shows that remuneration of councillors and employees is at 31% of the operational budget.

Table 62: Expenditure by type

Operating Expenditure by type	Adj Budget 2012/2013	Budget 2013/2014
Bad debts	26 716 000	8 386 000
Loss on disposal of PPE	-	311 000
Contracted Services	45 146 000	47 013 000
Depreciation	42 276 000	44 812 000
Employee related costs	120 907 000	124 458 000
Remuneration of councilors	4 418 000	5 352 000
Finance charges - Interest paid	3 086 000	3 272 000
Grants and Subsidies Paid	105 673 000	56 100 000
General expenses	109 911 000	135 785 000
Total Operating Expenditure by type	458 131 000	425 489

12.3.18 Repairs and maintenance

As the Joe Gqabi DM is the Water Services Authority all water assets have been identified and included in the financial records of the municipality. These assets will need a substantial maintenance budget as part of the operational budget. In the approved operational budget repairs and maintenance stands at R259 940 000 which represents 48%.

12.3.19 Unfunded mandates

Unfunded mandates of the past that drained the funds of the municipality have now been addressed. No expenditure of this nature is included in the 2012/2013 Budget.

12.3.20 Tariffs and rates

The water and sanitation tariffs for the 2013/2014 have been increased by 20 % to ensure recovery of costs. To strengthen recovery through collections, filling of all critical posts that relate to collection and management of revenue and training have been prioritised. All other tariffs be increased with 6% as follows:

- Tariffs for plant hire
- Tariffs for Corporate Services
- Tariffs for Community Services

12.3.21 Debt Control and Collection

The municipality has instituted processes to monthly reconcile the debtors of the municipality. In terms of water services provision the local municipalities who are also the water services providers are responsible for the collection of water and sanitation levies. The policy to collect this has been developed by the District Municipality but is implemented by the WSPS. There is a significant concern that the local municipalities are not effectively implementing the policy and discussions are underway at present through the IGR structure to manage this. Part of the concern is that services (water and sanitation) cannot be cut off due to the health and hygiene issues that can arise.

As part of this issue the auditor general raised the concern about the placement of the risk and reward, as up until now the risks around water related debtors was with the district while reward was with the local municipalities. This has been corrected in the adjustment budget of 2010/11.

12.3.22 Spatial Development Budget

In the District Municipality's budget for the 2012/13 financial year and beyond, cognizance has been taken of the spatial development strategy. It is however at times difficult to actually state the exact amount of funding allocated for each of the spatial development dimensions and as such the description below will focus on where or how they are budgeted for and not the actual budget.

Nodal areas are budgeted for under the capital projects such as water upgrading in Ugie and in Aliwal North. Nodal areas are also targeted for other municipal services such as water quality monitoring, fire fighting services, disaster management services and many of the urban nodal areas are covered by the full extent of the municipal health services function.

Corridors have been budgeted under the roads section (but only for the gravel roads in the Gariep and Maletswai areas, which are the Districts agency function). Special development areas have been included through support to the economic sectors such as tourism, agriculture and forestry. The lesser developed areas of the previous Transkei have also been addressed through water and sanitation schemes such as the one being implemented in the rural areas of Mount Fletcher. In assessment of the budget and its relationship to the Spatial Development Plan, there is a very strong correlation between the two and there are no issues in the budget not related to the SDF.

12.3.23 Budget for community Participation

The budget has taken into account the need for community participation and empowerment in the activities of the District Municipality and a number of budgetary amounts have been included that cater for this need. There is over R500 000 provided for this activity across various votes.

There is a specific allocation under the communications section for public participation. Budgets have also been set aside for the economic forums such as the LED forum, Agricultural Forum, District Tourism Organisation and Cooperatives Activities have also been included such as the functioning of, support for ward committees as well as the coordination of EPWP processes, which also involve community participation.

Budgets have been set aside for communication related issues such as implementation of communication strategy, media and publicity to disseminate information as well as for events and Imbizo's. These assist in community participation as information enables interaction and engagement. Public participation is seen as an essential part of good governance and as such is included in the activities and plans in that area of the IDP and SDBIP.

12.3.24 Budget for support to local municipalities

Within the budget of the Joe Gqabi District Municipality there are a number of areas where support is provided to local municipalities (these are unspecified as support to local municipalities). Some of these issues include tourism awareness, audit, training of fire fighters, performance management, involvement of women youth and disabled and integrated development planning. There are also those that are specific allocations to local municipalities. In the area of water and sanitation, direct allocations for the function is included in the budget and these allocations are to cover the implementation of the indigent policy for water and sanitation.

The New SLA between the WSA and ESP will determine the subsidy paid.

In addition, a amount is budgeted for the development of ward committees in local municipalities from the MSIG grant and this will be distributed to local municipalities.

The District Municipality is not in a financial position whereby it can fund the operations of the local municipalities or implement projects or processes that are of their request. As the municipality has a very large dependency on grants, it is not possible for the District to make many of its own decision about the use or allocation of funding to local municipalities as funds are covered by grant conditions.

12.4 Financial Prudence by Council

In dealing with revenue enhancement and financial recovery, the District has developed a strategy of funding deficit in the short term. These plans require to prioritise the following actions over the short to medium term:

- ◆ All moveable assets to be managed to ensure that they are being used productively
- ◆ That obsolete equipment be sold.
- ◆ Effective budget management to provide cost savings where at all possible
- ◆ The introduction of a revised organogram and still achieving the target of staff expenditure not being more than 33% of total budgeted operational expenditure
- ◆ Paying all creditors within 30 days
- ◆ Compile a five-year maintenance plan to ensure that equipment is always in a good condition.
- ◆ Finalizing the Financial Turn Around Strategy of the municipality
- ◆ The budget strategy is always to follow a Zero based budget
- ◆ Conservative approach to budgeting linked to critical needs that have significant positive impact on the institution and/ or community
- ◆ Portion of equitable share to be used for infrastructure projects
- ◆ Surplus required as at end result of the budget process
- ◆ Equitable share is an unconditional grant used for the implementation of DM powers and function

12.4.1 Financial Policies

a) Indigent Assistance

The District municipality has an indigent assistance policy because of the level of unemployment and subsequent poverty in the municipal area; there are households, which are unable to pay for normal municipal services. The Municipality has therefore adopted this indigence management policy to ensure that these households have access to at least basic municipal services.

b) Asset Management Policy

The policy was reviewed in May 2013 and on yearly basis. The municipality has a an asset policy that is to facilitate the effective management control and maintenance of assets

It will:

- ◆ Ensure the accurate recording of asset information
- ◆ The accurate recording of asset movement
- ◆ Excising strict physical control over all the assets
- ◆ Provide correct and meaningful information
- ◆ Ensure that insurance is provided for all assets
- ◆ Ensure maintenance of Council assets

c) Credit Control and Debt Collection Policy

The municipality has a credit control policy to ensure with the MFMA and MSA. The policy was adopted by Council in May 2013 and it is reviewed on a yearly basis. The Council is committed to the recovery of outstanding debt regarding the provision of services. To achieve this goal, procedures have been implemented to control and manage the recovery of outstanding debt due to Council. This policy largely relates to the activities of the Water Services Authority but is also applicable to the rest of the institution.

d) Banking (Cash Management) and Investment Policy

The Council is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently.

The Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously, and must be able to account fully to the community about such investments.

The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in May 2013 and on a yearly basis. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

e) Budget Policy

The purpose of the policy is to set out the budgeting principles, which the Council will follow in preparing each annual budget as well as the responsibilities of the chief financial officer in compiling each budget. The policy defines the process, the public participation, the institutional structures and the principles to be utilized in budgeting. The policy was reviewed in May 2013 and on a yearly basis.

f) The Fraud and Anti-Corruption Policy

This Anti-Corruption Strategy and Fraud Prevention Plan have been developed because of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

This policy is established to facilitate the development of controls, which will assist in the prevention and detection of fraud and corruption, as well as provide guidelines as to how to respond should instances of fraud and corruption be identified. This policy is also established to give effect to the various legislative instruments as described in the previous section. The policy was reviewed in May 2013 and on an annual basis.

g) Tariff and Rates Policy

The District adopted a Tariff policy in May 2013 and it is reviewed on an annual basis. The objective of the tariff policy is to ensure the following:

- ◆ The tariffs of the Municipality conform to acceptable policy principles;
- ◆ Municipal services are financially sustainable;
- ◆ There is certainty in the Council, of how the tariffs will be determined;
- ◆ Tariffs of the Municipality comply with the applicable legislation; and
- ◆ Tariffs should take into consideration relief to the indigent.

h) Supply Chain Management Policy

The Policy will achieve the Empowerment goals of the institution by providing employment opportunities to HDI's and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. In this regard, the following empowerment goals are proposed to be used as measures by Council in assessing the impact of its policy in realizing the socio-economic transformation agenda of government in all spheres. The policy is reviewed on 30 May 2013 and on annual basis.

i) Funding and Reserves Policy

The council has an objective of becoming a financially sustainable municipality. The policy sets standards and guidelines towards ensuring financial viability over the short and long term. It includes funding as well as reserves requirements.

Borrowings Policy is part of the funding and reserves policy. The policy deals with long term borrowings for capital budget as well as repayment of long-term liabilities.

12.4.2 Status of policies

All the above financial policies are reviewed annually and published for information. These form the by-laws of the municipality once adopted by the Council as they inform all the executive decisions within the municipality.

SECTION 13: PERFORMANCE MANAGEMENT SYSTEM

13.1 Adoption of the Policy

The District PMS Policy was adopted by Council in May 2013 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in August 2011 guides the Policy. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and its Regulations.

13.2 Purpose of the Policy

The purpose of the Policy can be summed up as follows:

- To develop an easy reference guide, which will assist JGDM to implement performance management in line with legislation requirements;
- To enable JGDM to plan, monitor, measure, review, report and improve both, District organizational and individual performance;
- To facilitate the creation of a performance management culture and improve service delivery through the successful implementation of a District's IDP and budget;

- The Policy is the authoritative manual on the implementation of Performance Management System in the District.

13.3 Performance Management Model

International experience in both the private and the public sectors has shown that traditional approaches to measuring performance, which have been heavily reliant on only financial measures, are severely lacking. It has become well accepted that in order to assess an organization's performance, a balanced view is required, which incorporates a multi-perspective assessment of how the organization is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination, the District has adopted a "Balanced Municipal Scorecard Model" to guide the performance management in the entire municipal organization as shown in figure 17 below.

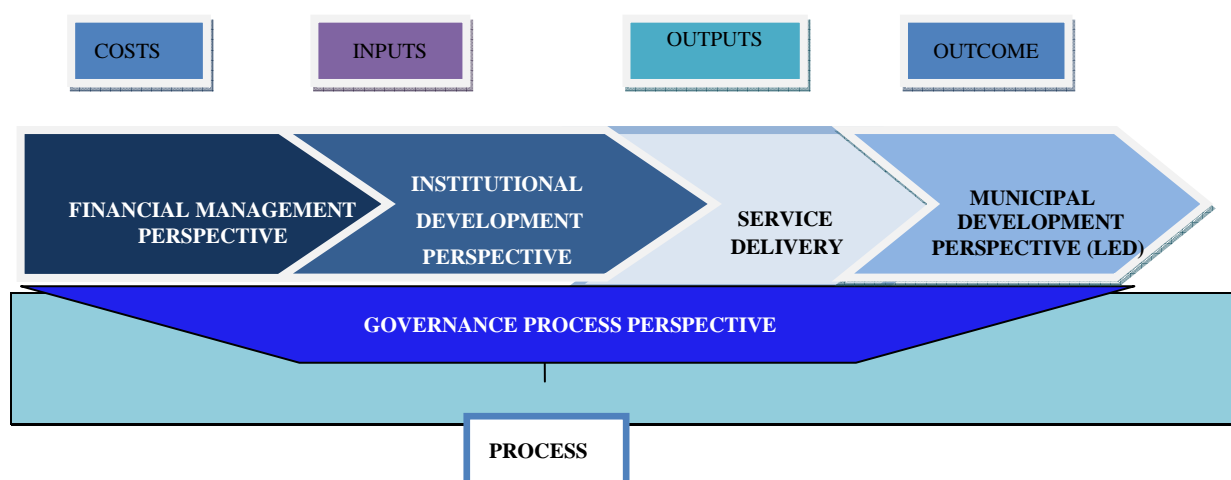


Figure 17: Schematic representation of the Municipal Scorecard Model

13.4 Different Scorecard Levels

The District implements four (4) levels of the scorecard. These are a District-wide, an organisational, Departmental and Sectional Scorecards. Due to available resources and the need to ensure that the performance management system is commensurate with available resources the Council has decided to cascade PMS down to the level of sectional management. Each of these levels is briefly described below.

13.4.1 The Joe Gqabi District-wide Scorecard

The District Wide Scorecard will be used to report implementation progress on projects/programmes and activities of all spheres of government and social partners being implemented within JGDM area. This scorecard is for the whole of the JGDM area, meaning that annual service delivery implementation plans of all Sector Departments, local municipalities and partners within the District provide their plans for incorporation and reporting in the District IGR Structures.

13.4.2 The Institutional Scorecard

The Institutional Scorecard will be used to measure performance of the District municipality in terms of implementation of the District's Service Delivery and Budget Implementation Plan (SDBIP). The institutional scorecard will provide an overall picture of performance of Council as a whole, reflecting performance on its strategic priorities thereby giving effect to the implementation and monitoring of objectives, key performance indicators and targets as defined in the Joe Gqabi Integrated Development Plan and budget. Performance reports are compiled and tabled before Council

quarterly. The reports include the institutional scorecard and scorecards of all the five Section 56 Managers.

The Municipal Manager will use the Institutional Scorecard as a basis for reporting to the Executive Mayor, Council and the public through quarterly reports, mid-year budget and performance assessment and Annual Report.

13.4.3 The Departmental Scorecards

The Departmental Scorecard will measure and monitor performance of the line Departments. This constitutes the scorecard of the Directors by providing a comprehensive picture on the implementation and evaluation of department actions and projects, which are directly linked to the objectives, indicators and targets derived from the institutional scorecard (which is also linked to the budget and the IDP). All Departmental Heads, who are also Section 56 Managers have signed performance agreements, including the Municipal Manager. These performance agreements, together with the institutional scorecard are directly linked with the strategic objectives, outputs and targets contained in the IDP. Performance in the form of quarterly reports are presented to the Municipal Manager, Executive Committee and Council.

13.4.4 Sectional Scorecards

The Sectional Scorecard will measure and monitor performance of Departmental Sections. This will constitute the scorecard of the Unit Managers. Section heads will be reporting to the Directors. The compilation and report on the Sectional Scorecards will be considered at monthly and quarterly Section meetings or Departmental meetings constituted at least by the Director and Section Heads. The Accounting Officer will be consulted prior to approval of Sectional Scorecard and will have the final approval authority. Section planning must be informed by the Strategic and Departmental Scorecards and performance reporting must feed into the same. All the eighteen Section Managers have signed performance obligations and submit reports which are assessed quarterly.

13.5 Performance Auditing

The District will on an ongoing basis co-ordinate and ensure good quality of reporting and reviews. The Internal Audit function will ensure conformity to reporting formats, compliance with legislation and assess the reliability of reported information, where possible. Council's internal audit function will be continuously involved in auditing the performance measurements of the municipality. As required by the regulations, the internal audit submits quarterly reports on their audit to the Municipal Manager and Performance and Audit Committee.

Currently the District has functional Performance and Audit Committee, which has also been tasked by the Council to perform auditing of performance information.

13.6 Performance Monitoring and Review

Monitoring of the implementation and evaluation of IDP objectives is conducted through the SDBIP. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP. During the 2010/11 audit period the Auditor General's (AG) opinion painted a bright future for the District, as there were no matters identified relating to auditing of performance information. In the 2011/12 financial year there were no issues identified affecting the audit report.

SECTION 14: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The SDBIP for the 2013/14 financial year is based on the IDP and budget as approved by the Council of the Joe Gqabi District Municipality in May 2013. This SDBIP informs the Departmental and sectional scorecards for the 2013/14 financial year.

14.1 Projections of Service Delivery Targets and Performance Indicators

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	Improvement in municipal green drop score (output)	33	Preparation Assessment Tool submitted	Community Services & Technical services
		SD01-02	Licensing of 14 WWTWs (Waste water treatment works)	1 Licensed	Maintain 14	Community Services
		SD01-03	Improvement in municipal blue drop score (output)	85.18	90	Community Services & Technical services
		SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	Technical Services
		SD01-05	<i>MIG Steynsburg Waterborne Sanitation</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-06	<i>MIG Jamestown Eradic Bucket Sanitation</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-07	<i>MIG-Lady Grey: Kwezi Naledi Sanitation</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-08	<i>MIG Lady Grey Bulk Water Infrastructure</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-09	<i>MIG-Mt Fletcher Villages – Bulk water</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-10	<i>MIG-Sterkspruit Upgrading of Water Works</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-11	<i>Senqu Rural Water Programme</i>	New indicator	% expenditure of allocated budget	Technical Services
		SD01-12	<i>Elundini Rural Water Programme</i>	New indicator	% expenditure of allocated budget	Technical Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
		SD01-13	Bulk San Upgrade Maclear	New indicator	% expenditure of allocated budget	Technical Services
		SD01-14	Gariep WDCM Project	New indicator	% expenditure of allocated budget	Technical Services
		SD01-15	Maletswai WDCM Project	New indicator	% expenditure of allocated budget	Technical Services
		SD01-16	Senqu Spring Protection	New indicator	% expenditure of allocated budget	Technical Services
		SD01-179	Elundini Spring Protection	New indicator	% expenditure of allocated budget	Technical Services
		SD01-18	Ugie Sanitation Infrastructure	New indicator	% expenditure of allocated budget	Technical Services
		SD01-19	Maclear Upgrading of Bulk Water Services	New indicator	% expenditure of allocated budget	Technical Services
		SD01-20	Review of WSDP (LGTAS)	Approved WSDP	Review of WSDP	Community Services
		SD01-21	Number of reported water and waste water incidents reported on which action is taken (LGTAS)	New indicator	1:1	Technical Services
		SD01-22	Number of water and sanitation by-laws reviewed (LGTAS)	Water and Sanitation Bylaws exist	1	Community Services
		SD02-01	Number of Water conservation and demand management awareness activities (output)	New indicator	12 ISD Reports	Technical Services
		SD02-2	Number of Blue Drops achieved (Output)	2	2	Community services & Technical services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
	SD03: Provide fire, emergency and rescue services	SD03-01	Number of fire incidents responded to as a proportion of entries recorded in the Occurrence Book (Outcome)	01:01	01:01	Community Services
		SD03-02	Number of quarterly reports on implementation of fire fighting SLAs with neighbouring District municipalities (input)	Signed SLA	4 reports	Community Services
		SD03-03	Conduct S78 to determine best mechanism for delivering fire services	New indicator	S78 Assessment	Community Services
	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD04-01	Number of District Water forum meetings	New indicator	2meetings	Community Services
	SD05: Expand and speed up the provision of universal access to water and sanitation	SD05-01	Number of additional households provided with basic level of portable water (Output)	New indicator	5000 households	Technical Services
		SD05-02	Number of additional households provided with basic level of sanitation (Output)	2250	5000 households	Technical Services
	SD06: Expand provision and quality of municipal health services	SD06-01	Number of illegal waste dumping points where compliance was enforced	100% of all illegal waste dumping sites (153)	100%	Community Services
		SD06-02	Number of inspections (visits) per quarter on each of the 13 urban waste sites	Monthly reports to Top Management Committee	12 inspection per site	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
		SD06-03	Number District waste forum meetings	1	2	Community Services
		SD06-04	% of sewage spills where compliance was enforced	100% of all sewage spills (99)	100%	Community Services
		SD06-05	Number of pauper burials performed	01:01	01:01	Community Services
		SD06-06	Number of inspections to each of the 33 funeral parlours undertaken in a year.	12	2 inspections to each site of the 33 parlours	Community Services
		SD06-07	Number of funeral parlours with a valid certificate of competency (CoC)	1 out of 33	2 funeral parlours out of 33	Community Services
		SD06-08	Number of informal food vendors (hawkers, caterers, spaza shop owners) receiving Health and Hygiene education and training	81 out of 400	50	Community Services
		SD06-09	Number of Formal Food Premises inspections undertaken	205 out of 261	273	Community Services
		SD06-10	Number of Formal Food Premises with a valid certificate of acceptability (CoA)	22 out of 261	25	Community Services
		SD06-11	Number of public premises inspected	88 out of 463	20	Community Services
	SD07: Support rehabilitation of all road networks within the villages throughout the District	SD07-01	Number of km's per quarter graded as per the SLA (Outcome)	6000km	4000	Technical Services
	SD8: Facilitate improvement of network and communications	SD8-01	Number of engagement sessions held leading to installation/upgrading of	New indicator	1	Office of the Municipal Manager

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
	towers throughout the District		communications towers			
Facilitate environmental management and conservation	SD9: Implement working for water and working for wetlands	SD9-01	% budget expenditure on implementation of working for Wetland rehabilitation programme	New indicator	100% expenditure	Community Services
		SD9-02	Number of hectares of alien plants treated (Outcome)	5000 ha per annum	5 000 ha	Community Services

14.1.2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of job opportunities created through EPWP	500	800	Technical Services
		LED01-02	Number of job opportunities created through WfW and wetlands	375	375 in each quarter	Community Services
	LED2: Encourage better working conditions in the farming community and improve access to government services	LED02-01	Number of information sessions held with farming communities	1	1	Office of the Municipal Manager
	LED03: Encourage and support initiatives geared towards mass job creation and sustainable livelihoods	LED03-01	Number of reports on job opportunities created through CWP	New indicator	2 reports	Office of the Municipal Manager
	LED04: Support and facilitate rural development and poverty alleviation	LED04-01	Report on the implementation of Rural development programme and anti-	New indicator	2	Office of the Municipal Manager

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
	programmes		poverty strategy			
		LED04-02	Number of funding applications submitted for cooperatives and SMMEs	New indicator	2	Office of the Municipal Manager
	LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings/ engagement facilitated for social groups.	New indicator	10	Office of the Municipal Manager
Facilitate and support regional economic development initiatives	LED06: Identify, support and implement economic development flagship and anchor projects	LED06-01	JoGEDA: Gariep Regional Development : Outlining Dreunberg Power LED Initiatives	Legal issues pending on land and asset ownership	4 Report on the Gariep Regional Development	Office of the Municipal Manager
		LED06-02	JoGEDA: Maize Meat Hub	Submission of funding application; Business Plan	Implementation of Maize Meat Hub	Office of the Municipal Manager
		LED06-03	JoGEDA: Senqu Plastic Project	Business Plan 2007; Existing equipment	Implementation of Senqu Plastic Project	Office of the Municipal Manager
		LED06-04	LED strategy review	New indicator	Strategy reviewed	Office of the Municipal Manager
		LED06-05	Quarterly economic overviews/research papers compiled	New indicator	4 Quarterly reports	Office of the Municipal Manager
		LED06-06	Business plans for 5 projects developed	New indicator	5 business plans	Office of the Municipal Manager

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
	LED08: Facilitate and support local supplier development initiatives and strengthen implementation of the new BBBEE regulations	LED08-01	Hold a suppliers day each quarter	New indicator	4	Finance
	LED09: Create and maintain stakeholder engagement initiatives	LED09-01	Number of LED stakeholder fora held	4	4	Office of the Municipal Manager
	LED10: Participate and support initiatives geared towards revitalization of towns and settlements (Promote and market the District)	LED10-01	Number of programmes undertaken aimed and promoting and marketing the district	New indicator	1	Office of the Municipal Manager
		LED10-02	District Branding and marketing strategy developed and implemented	New indicator	Strategy adopted by Council	Office of the Municipal Manager

14.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Ensure effective financial management and reporting	FM01: Comply with all statutory financial reporting and compliance with SCM policy and legislation	FM01-01	Percentage expenditure of capital budget actually spent	100%	100%	All Directors
		FM01-02	Percentage of Capital Infrastructure expenditure	100%		Technical Services
		FM01-03	Total actual trade creditors as a percentage of total actual revenue	New indicator	TBD*	Finance
		FM01-04	% of tenders concluded in accordance with procurement plan	New indicator	100%	Finance

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
			timeframes			
		FM01-05	% reduction of unauthorised expenditure	100%	100%	Finance
		FM01-06	All creditors paid within 30 days of receipt of valid invoice	94% paid within 30 days	30 days	Finance
		FM01-07	Cost coverage ratio	New indicator	2.2	Finance
		FM01-08	% of budget actually spent on implementing workplace skills plan (LGSETA and Internal training budget)	New indicator	100%	Corporate Services
	FM02: Improve financial administrative capacity of the District	FM01-09	% expenditure on repairs and maintenance against the budget	New indicator	100%	Finance (All Directors)
		FM02-01	Compile of IFS for 3 quarters	New indicator	IFS for 3 quarters compiled	Finance
		FM02-02	Debt coverage ratio	TBD*		Finance
		FM02-03	% reduction in municipal debtors related to service charges	New indicator	40%	Finance
		FM02-04	% of operational budget actually spent	100%	100%	Finance (All Directors)
	FM04: Implement revenue enhancement strategies	FM04-01	Number of reports on the Implementation of Revenue enhancement strategy	New Indicator	4 reports	Finance (Technical services)

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
		FM04-02	Develop and produce quarterly implementation reports of an integrated financial recovery plan	New indicator	quarterly report prepared	Finance
		FM04-03	Number of reports on the implementation of the Billing agreement with LMs	New indicator	12 monthly reports	Finance
		FM04-04	% reduction in water losses	70%	50%	Technical Services
		FM04-05	Prepare MTRF Budget	MTRF Budget	Budget approved	Finance

14.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	% of staff actually trained as per the WSP	New indicator	100%	Corporate Services
		ID01-02	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with EEP	2	5	Corporate Services
		ID01-03	Number of reports on the functionality of the employee wellness programme	New indicator	4 report	Corporate Services
		ID01-04	Cumulative % of councillors actually trained as per the training programme	10%	100%	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
		ID01-05	Number of staff who meet Minimum Competency levels (MFA)	New indicator	9	Corporate Services
		ID01-06	% of MPAC members trained (LGTAS)	New indicator	100%	Corporate Services
	ID02: Encourage and support capacity and skills building initiatives of communities	ID02-01	Number of training initiatives as include in WPSP	New indicator	2	Corporate Services
	ID03: Attract, retain skills and encourage skills transfer initiatives	ID03-01	Review of staff attraction and retention strategy	New indicator	Strategy implemented	Corporate Services
		ID03-02	Rating of staff satisfaction (Output)	Employee satisfaction survey rating of > 7	Employee satisfaction survey rating of > 7	Corporate Services
	ID04: Maintain good working conditions for staff and ensure continued existence of labour related structures	ID04-01	Number of LLF meetings	4 annually	4 meetings	Corporate Services
	ID05: Implement shared services within the District focusing on performance management, internal audit, risk, communications, IT, IDP and finance	ID05-01	Conduct Study on the possible implementation of a Shared Services within the District	New indicator	Study completed	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Ensure enhanced service delivery through efficient institutional arrangements	ID06: Ensure that funded vacant posts are filled	ID06-01	The average length of time it takes to fill a post (Output)	3 months	3 months	Corporate Services
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	ID07: Ensure legislative compliance and improved legal capacity of the District	ID07-01	% of legal cases successfully litigated	New indicator	100%	Corporate Services
		ID07-02	% of new employees inducted on HR policies and conditions of Service	New indicator	100%	Corporate Services
		ID07-03	Ratio of disciplinary hearings concluded within 3 months of initiation	New indicator	01:01	Corporate Services
		ID07-04	Monthly sitting of the OHS Committee	Committee not sitting regularly	Monthly meetings	Corporate Services
	ID08: Strategically utilise ICT to improve government efficiency	ID08-01	Review IT governance Framework	IT governance Framework	IT Governance Framework reviewed and adopted	Corporate Services
	ID09: Ensure availability of office space and manage council buildings in an effective and efficient manner	ID09-01	Number of council resolutions despatched and tracked	New Indicator	Every mayoral committee and council	Corporate Services
		ID09-02	Number of ordinary Council meetings held	4	4	Corporate Services

14.1.5 KPA 5: Good governance and public participation

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	Annual Target	RESPONSIBLE DIRECTORATE
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings sitting	2 meetings	2 meetings	Office of the Municipal Manager
		GG01-02	Review of the IDP	IDP	IDP reviewed	Office of the Municipal Manager
Communicate effectively with communities	GG02: Regular and effective communications with communities	GG02-01	Number of newsletters publications released	2	2	Office of the Municipal Manager
		GG02-02	Number of Community Outreach meetings held and reports on issues raised	2 meetings and a report on each meeting prepared	2 meeting and 1 report for each LM	Office of the Municipal Manager
	GG03: Work closely with traditional leadership structures in the implementation of rural development programmes	GG03-01	Number of Traditional leaders forum meetings	2	2	Office of the Municipal Manager
	GG04: Strengthen internal communications	GG04-01	Review Communication Plan	Communication plan	Communication reviewed and Plan implemented	Office of the Municipal Manager
		GG04-02	Monthly reports on the implementation of communication plan	Communication plan	12 Monthly reports	Office of the Municipal Manager
	GG05: Promote performance management among councillors and officials	GG05-01	Performance Management System Policy reviewed and adopted	Prior year review and adoption	Performance Management System reviewed and adopted	Office of the Municipal Manager
Ensure integrated planning and performance management	GG06: Implement effective planning and reporting mechanisms	GG06-01	Number of signed performance agreements by Section 56 Managers	5 annually	5 annually	Office of the Municipal Manager
		GG06-02	Number of signed performance obligations of middle management	20 annually	20	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	Annual Target	RESPONSIBLE DIRECTORATE
		GG06-03	Number of reports on performance of service providers performance monitored	New indicator	4 reports	Finance
		GG06-04	Number of Quarterly performance reports and mid-year budget and annual performance report prepared	4 annually	5 reports	Office of the Municipal Manager (Finance)
		GG06-05	Annual Report prepared	Annual Report prepared	Annual Report prepared	Office of the Municipal Manager (Finance)
	GG07: Establish and support municipal oversight systems, mechanisms and processes	GG07-01	Number of Joe Gqabi Municipal Public Accounts Committee meetings	2 meetings	4	Office of the Municipal Manager
		GG07-02	Number of Audit and Performance Committee meetings	4	4	Office of the Municipal Manager
	GG08: Ensure and maintain clean governance	GG08-01	Attain clean audit outcomes (audit of financial information)	New indicator	Clean Audit	Finance (all directors)
		GG08-02	Attain clean audit outcomes (audit of performance information)	New indicator	Clean Audit	OMM (all directors)
		GG08-03	% of previous year's audit queries addressed	100%	100%	Office of the Municipal Manager (All Directors)
		GG08-04	Number of risk reports submitted (Report on the implementation of Strategic Risk Register)	Strategic risk register	4 reports on implementation of agreed upon Strategic risk register	Office of the Municipal Manager (All Directors)
	GG09: Implement HIV and AIDS programmes	GG09-01	Number of reports on the implementation of the HIV and AIDS Strategy	New indicator	4 Reports	Office of the Municipal Manager
		GG09-02	Number of District AIDS Council meetings held	4 meetings	4 meetings	Office of the Municipal Manager
Facilitate the development of a healthy and inclusive society						

STRATEGIC OBJECTIVE	PROGRAMME	NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	Annual Target	RESPONSIBLE DIRECTORATE
	GG10: Implement programmes targeting the special groups (SPU)	GG10-01	Number of reports on the implementation of the SPU Mainstreaming Strategy	New indicator	4 Reports	Office of the Municipal Manager
		GG10-02	Hosting of District Mayoral Cup	1	1	Office of the Municipal Manager
		GG10-03	Report on the facilitation of the hosting of the District Sondela Youth Festival	New indicator	1	Office of the Municipal Manager

15. AUDIT ACTION PLAN

The record of audit opinions for the District and its local municipalities from the 2007/8 financial year and the 2011/12 financial are as depicted in table 64.

Table 63: Record of audit opinions

Municipality	2007/8	2008/9	2009/10	2010/11	2011/12
Joe Gqabi	Qualified	Adverse	Qualified	Unqualified	Unqualified
Gariep	Disclaimer	Disclaimer	Qualified	Qualified	Qualified
Senqu	Qualified	Unqualified	Unqualified	Unqualified	Unqualified
Maletswai	Adverse	Disclaimer	Disclaimer	Qualified	Qualified
Elundini	Qualified	Qualified	Qualified	Unqualified	Unqualified

The municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2011/12 financial year's audit. Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

The audit action plan reflected in table 65 below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit report.

Table 64: Audit Action Plan

Finding	Activity to be undertaken	Responsible person		Date	Narrative
SCM evaluations not done by oversight structures	Internal Audit to evaluate procurement on an annual basis	IA	30-Jun-13	in progress	Audit plan includes evaluation of procurement in the 2012/13 year
Irregular expenditure - Declarations of interests were not submitted by certain suppliers	Declarations of interest are to be obtained from all suppliers	SCM	31-Dec-13	in progress	Declarations are now being obtained
Irregular expenditure: Irregularities noted in the awards made to Major Tents	Investigate and take action	IA and Legal	ongoing	in progress	Forensic auditor appointed.

Irregular expenditure: Awards made to providers in the service of the state	The SCM Unit is to engage with Internal Audit Unit on ways of tightening the controls and reducing reliance on only the suppliers declarations	SCM and IA	Ongoing	in progress	SCM and IA have started liaising with SARS to check all Bids and Formal quotes before an award is made that bidders are not in the service of the state.
Monthly budget reports not submitted to Mayor and Treasury by no later than 10 days	Improve deadline management with regard to reporting to Mayor and NT	BTO	10-Jan-13	in progress	Section 71 reports are now submitted and tabled in compliance with legislation
Payments were not made within 30 days	Check all payments paid longer than 30 days: develop a register and supply reasons	Expenditure	30-Mar-13	in progress	95% of creditors are now paid within 30 days

The overall results of follow-up audit indicate that management has implemented a substantial number of the audit recommendations and / or agreed upon management action plans from the previous year's external audit. This is a commendable achievement. However there are still reoccurrences of weaknesses in the control environment which include irregular expenditure and inability to pay creditors within the 30 days period. Comparative analysis shows that irregular expenditure has been significantly reduced over the last financial year and the leadership of the municipality is committed to eliminate this phenomenon. As mentioned above 95% of creditors are now paid within 30 days.

The district is steadfast in its efforts of achieving and maintaining clean administration, sound financial control environment and effective and efficient internal controls. The ultimate objective is to achieve clean audit results for the District and its local municipalities.

Annual targets set in the 2011/12 financial were achieved to a greater extent as more than 60% of the targets were achieved. The detailed report is contained in the Annual Performance Report of the 2011/12 financial year. Key challenges related to financial constraints that affected the municipality over the period under review. Improvement measures are contained in the performance report.

SECTION 16: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

16.1 Executive and Council

16.1.1 Political Structure of the District

Joe Gqabi District Municipality is a category C municipality with four municipalities within its jurisdiction. The District has a history of stable Councils. The political structure is depicted in figure 18 as follows:

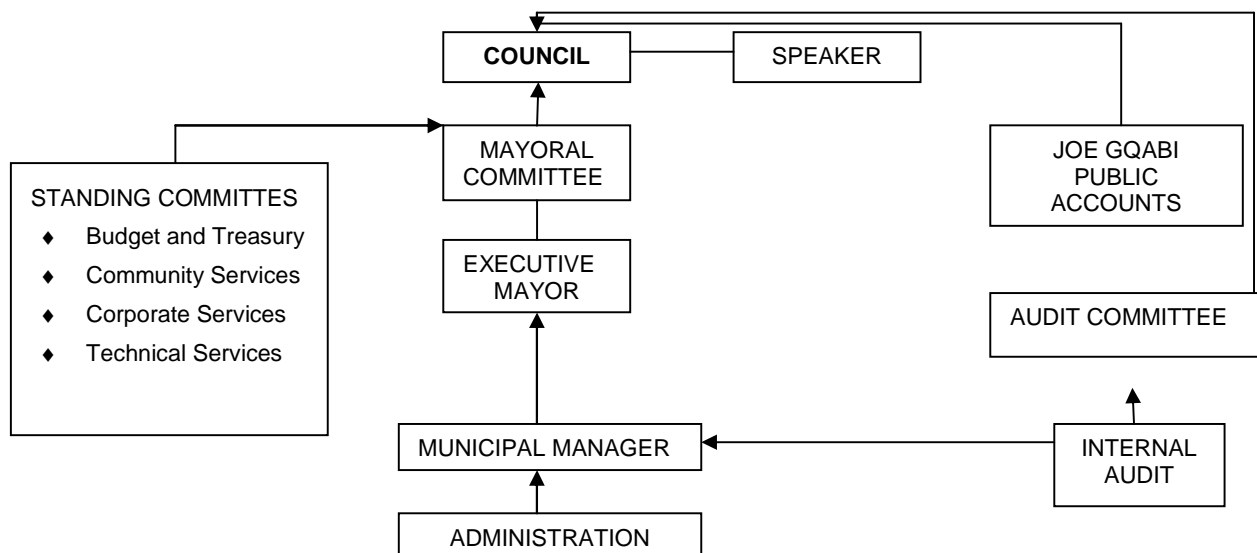


Figure 18: Political structure of the District

The Joe Gqabi District Municipality has an executive mayoral system. The Executive Mayor is the political champion of the IDP and budget processes and chairs the District Mayors' Forum (DIMAFO).

The District has five standing committees which are chaired by portfolio councillors who head different portfolios ranging from community services and planning, corporate services, finance and technical services. These standing committees report to the Mayoral Committee that is chaired by the Executive Mayor. The Executive Mayor reports on the progress of implementation of Council resolutions to Council which is chaired by the Speaker of Council. The political component consists of the Executive Mayor, the Speaker, and 24 councillors. Council established a Municipal Public accounts Committee (MPAC) in November 2011.

With regard to the frequency of meetings, the Council meets quarterly. The Mayoral committee meets monthly. The Standing committees meet monthly. Furthermore, for all the above-mentioned structures, special meetings are convened as and when necessary.

The Municipal Oversight Committee (MPAC) meets quarterly as per approved Constitution. Various training initiatives to capacitate the MPAC were implemented in the past financial year and these initiatives are implemented continuously. The MPAC through assistance from the internal audit function has managed to assist in the improvement of financial controls and performance information in view of matters raised by the AG.

16.1.2 Top Management

The Municipal Manager and his Top Management team of four Section 57 Managers administratively lead the institution. All Section 57 managers have been filled. Top management is responsible for preparation and submission of agenda items to Council and ensuring implementation of resolutions of Council. Top Management comprised of all the Section 57 managers occurs monthly. This meeting flows into the preparation of the agenda for the standing committees, which then flow into the Mayoral committee agenda, which flows into the Council agendas. All four Section 57 Managers, including the Municipal Manager, have performance agreements signed with the institution and are reviewed annually in line with the IDP.

16.1.3 Organogram

As mentioned above, the administrative structure of the District consists of four directorates as depicted in figure 19 below. The position of the Municipal Manager and all other Section 56 Managers are filled.

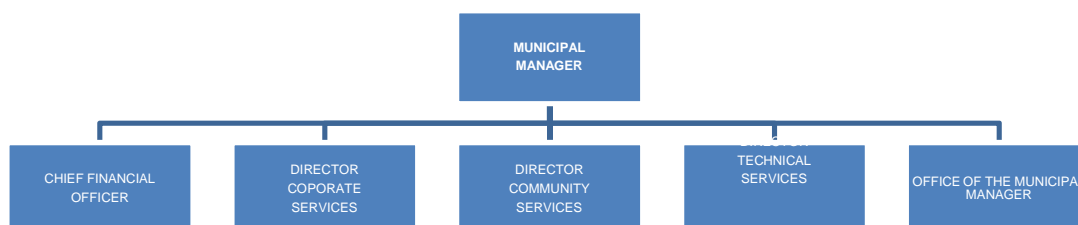


Figure 19: High-level organogram

The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram that would satisfy the functional needs of the institution. A full organogram was adopted with the IDP and Budget in May 2013. This ensured that all positions in the are taken into account in the budget. The organogram shows the number of vacant position which are budgeted for. These positions will be filled in the course of the year. All employees have job descriptions, which were re-evaluated during the TASK process in 2012.

Critical posts to be filled in the new financial year are in the areas of fire and disaster services, water and sanitation services, Internal Audit, LED, Municipal Health Services, Financial Management, Council support/auxiliary services, communication and risk management.

16.1.4 Human Resource Strategy

The District Municipality has developed a Human Resource Strategy. The Human Resource Development Strategy has been developed to support a holistic approach to human resource training and development in the JGDM. The HRD Strategy aims at regulating the development of competencies of staff through education, training and development. The following programmes serve as a guide for the type of programmes that could be instituted to address the problem of skills shortage in the District age among other activities learnership, skills programmes, and voluntary internships, specialized training to support relevant sectors and local organizations. The strategy seeks to address the institutional requirements and challenges in the short, medium and long term.

16.1.5 Workplace Skills Development Planning

The institution has developed and approved a Work Skills Development Plan which was submitted to LGSETA by 30 June 2013. The plan identifies training needs aligned to the scarce skills and IDP implementation processes.

Joe Gqabi District Municipality has a skills development unit whose role is to provide accredited tuition, trainings and workshops to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills Development Act No. 97 of 1998, Employee Equity act No 55 of 1998 , and South African Quality Assurance Act No. 58 of 1995.

As a response to the capacity challenges of the municipality, there is positive feedback as the quality of work has improved. As an example, improvements in water quality in the District has been observed following training of youth on process control.

The post of Skills Development Facilitator has been filled and a training committee was established and the committee meets bi-monthly. This committee deals with all training matters including implementing all training recommendations. The criteria for selection of candidates and trainees include needs analysis, prioritisation and approval by the committee. This criteria is followed by the training committee.

The District implemented various training plans which focused on ABET, financial management, management and leadership, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy. In the past financial year there municipality spent about R1 622 500 and the cost for the 2013/14 financial is projected to be R4 616 804. The training report for the last financial year and the projection for the current year is detailed in table 66 below. Funding from LGSETA and from other stakeholders is also detailed in the same table.

Table 65: Skills development schedule

2012/13 FY	2011/12 FY	2012/13 FY	2011/12 FY
<i>Councillors</i>		<i>Staff</i>	
<i>Trained</i>	<i>Completed</i>	<i>Trained</i>	<i>Completed</i>
24	24	52	134
<i>Funding received from LGSETA and other stakeholders</i>			
2011/12 FY		2012/13 FY	
<i>LGSETA</i>	<i>Discretionary</i>	<i>LGSETA</i>	<i>Discretionary</i>
R786 978	R835 521	R394 864	R351 1000

16.1.6 Employment Equity Planning

Joe Gqabi District Municipality addresses the Employment Equity requirements through continuous assessment and improvement in employment equity and provides reports on constant improvements to the Council and the Department of labor. The Employment Equity Plan is reviewed annually and the recent plan was reviewed in May 2013. Departments within the municipality are required to align themselves with employment equity and as such, recruitment processes are monitored in line with the employment equity requirements. The employment equity Plan for 2013/14 financial year was submitted to the Department of Labour.

The Employment Equity report contains details of the planned training and the achievements for the previous financial year. All targets set were achieved.

16.1.7 Recruitment, Selection and Appointment Policy

Joe Gqabi District Council approved recruitment selection and appointment policy in May 2013. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the

Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

In the last financial year twelve appointments were made as per the vacancies indicated in the organogram. All the posts in the organogram are budgeted for.

16.1.8 Code of Conduct and Enforcement

The institution adheres to the codes of conduct for municipal officials and Councillors. It also implements the disciplinary code of practice as defined by the South African Local Government Bargaining Council. These codes of conduct are signed by new employees and placed in their personnel files. Discipline is enforced in line with the SALGBC process and sanctions are implemented as recommended either through line function disciplinary processes or through formal disciplinary processes where hearings are held. Most disciplinary matters relate to absenteeism.

There is full adherence to the code of conduct as evidenced by the fact that out of the five cases affecting staff that were reported in the 2011/12 financial year, three were resolved. With regard to cases affecting Councillors, no cases were reported during the same period. As far as outstanding and finalised disciplinary cases, table 67 below provides the detail.

Table 66: Outstanding and finalised disciplinary cases

Case	Number of cases	Status	Outcome	Challenges
Theft	1	Outstanding	pending	None
Absenteeism	2	Finalised	Dismissals	N/A
Fraud	2	1 outstanding, 1 finalised	Pending, not guilty	None

16.1.9 Scarce Skills and Retention Strategy

The scarce skills and retention policy for JGDM has been in existence since Council approval on 27 September 2008 and a recent review was adopted in May 2013. The purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce skills include the following:

- Infrastructure asset management
- Water services and process control
- Audit and procurement
- Municipal finance
- Community based participation and planning
- LED and Tourism
- Civil engineering and
- Leadership development

To deal with staff retention which stood at 30% in the last financial year a staff retention package was implemented in the 2012/13 financial year. This rate is composed of 20% of posts classified by the

municipality as scarce skills. This relates only takes into account the twelve recruits juxtaposed with resignation in the same period.

16.1.10 Succession Planning

The incumbent and immediate Supervisors/Managers are required to identify skills gaps and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Formal Personal Development Plans are established and incorporated into the Performance Management System thereby ensuring every effort is made towards realizing these aspirations and potential. The reviewed Succession Policy was adopted in May 2013.

With a view of practically training and mentoring employees with potential for key positions, career pathing is implemented through the action plan of the succession plan and an assessment tool for identifying employees with potential was developed and all proposed interventions as per the tool are implanted. These include training and mentoring opportunities.

16.1.11 Employee Assistance Programme

The municipality as an employer is committed to look after the physical, emotional, psychological and social well-being of its employees. To this end, an Employee Assistance Programme (EAP) was established in HRM to provide support to employees. The proposed organogram also provides a dedicated person to assist with the implementation of this function.

16.1.12 Human Resource Policies

To improve the management of the institution policies adopted include Recruitment and Selection Policy, IT Policy, Overtime, Relocation, Health and Safety, Harassment policies, Alcohol and Drug, Working Hours policy, Attendance Register Policy, Gifts and Gracia Policy, Rent Subsidy policy, Promotion and transfer policy, Employee Assistance Policy, Standby Policy, Subsistence and travel, Uniform and protective clothing, Supply Chain Management Policy. This is not an exhaustive list of the policies available for the better management of the institution. The Human Resource policies are reviewed annually and Council approved the 2013/14 review in May 2013. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent.

16.1.13 Occupational Health and Safety

The District municipality is committed to the safety of all its customers and employees and considers that in all circumstances safety is critical to the well-being of its customers and employees. It is the aim of the policy to prevent as far as possible any accident or injury to customers or employees. The District will strive at all times to improve safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to policy, occupational safety and health policy imperatives. The District municipality has an Occupational Health and Safety Policy in place. Within the organisational structure, the HR manager is the designated Occupational Health and Safety officer and further to that within the technical services Department, there is a dedicated post for OHS related to the implementation of capital infrastructure projects.

16.1.14 HR Structures to Support Labour Relations

At the District Municipality, the Local Labour Forum has been established in terms of the bargaining Council agreement. The forum meets monthly and four meetings were held during the last financial year..

District has two unions operating: South African Municipal Workers Union (SAMWU) and IMATU. These unions are also present in all the local municipalities. In both cases, there are no full time shop stewards.

16.1.15 Legal Services

The institution has a Legal Services Section which forms part of Corporate Services Directorate. The section composed of Manager legal services, legal services practitioner, and legal services clerk. This is the section that deals with the development of contracts, service level agreement and checking legal compliance, monitoring the progress of litigations, provides legal advice to Council. External service providers deal with the litigations while the internal legal services section monitor progress of litigations. Three bylaws have been developed published and adopted namely the Water, Fire and Transport bylaws. Three litigation cases are being dealt with.

16.2 Governance

16.2.1 Public participation

The IDP preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms.

There have been effective and efficient operations of structures such as DIMAFU, IDP and Budget Representative Forum, IDP and Budget Steering Committee, Ward Committees, IGR Structures (District Technical Support Group and the four clusters). Table 68 depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects.

Table 67: IDP Institutional structures

Structure	Composition	Terms of reference
District Mayors Forum (DIMAFU)	Mayors and Municipal Managers of all municipalities Sector Departments	Monitor progress of preparation and implementation of IDPs and Budgets Ensure intergovernmental co-ordination and alignment between local and District municipalities' IDPs, Sector Departments plans, budgets and related activities. Sector Departments to focus on providing financial resources and technical expertise on sector plans and issues as requested by DIMAFU.
IGR Clusters	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
IDP and Budget Representative Forum	Chairperson: Mayor Councillors Representatives of Wards (in the case of the local municipalities) Representative of municipality wide organizations Government Departments	Represent the interests of constituents in the IDP and budget processes Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government Ensure communication between all stakeholder representatives including the municipal government. Monitor the performance of the planning and implementation processes. Participate in the process of setting up and monitoring "key performance indicators" in line with the Performance Management Manual.
Traditional Leaders Forum	Traditional leaders Political leadership Other co-opted stakeholders	Facilitate integration of community development Needs in municipal planning
IDP and Budget Steering Committee	Chairperson: Municipal Manager CFO/BTO IDP Manager Political leadership -	Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted

	<p>Mayoral Committee, Executive Committee or Council depending on local circumstances In the case of the District, it should include Municipal Managers from Local Municipalities</p>	<p>Reviews budget submissions Monitors adherence to the Budget Process Plan Ensures public participation Provide ToR for the various planning activities Commissions research studies Considers and comments on: inputs from sub-committee, study teams and consultants inputs from provincial sector Departments and support providers Processes, summarizes and documents outputs Makes content recommendations Prepares, facilitates and documents meetings that sit at least 4 times per year The Budget Technical Committee should be responsible for the establishment of the Budget Local Consultation Forum by:</p> <ul style="list-style-type: none"> ▪ Defining terms of reference and criteria for members of the Budget Local Consultation Forum; ▪ Informing the public about the establishment of the Budget Local Consultation Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, number of members, and constitution; ▪ Identifying: <ul style="list-style-type: none"> ▪ Additional stakeholders and marginalized/underrepresented groups that may need an "advocate" to represent their interests; • Potential advocates; • Resource persons: ; • Senior officials; ▪ Selecting potential groups/members based on the agreed criteria; ▪ Submitting proposed groups/members to Council for consideration; and ▪ Nominating members and informing the local community
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16.2.2 Community Consultation

Various community and stakeholder participation initiatives were undertaken. The Executive Mayor's Community consultation programme with the community was conducted in October and November 2010 in all four municipalities. Community Based Planning (CBP) meetings were conducted in the Gariep local municipality. The extension of the programme to other municipalities is being prioritised for implementation in medium term.. Ward Committees have played a major role in the preparation of the ward-based plans. The outcome from these meetings was an improved understanding of the development aspirations of communities within the District. Key priority development needs from the wards have been considered in the priority projects of the District. These range from matters District and local municipality competence to those of other spheres of government.

16.2.3 Public Participation Strategy

The District Council adopted a Public Participation Strategy, which outlines the programme for public participation in May 2013. The strategy guides community participation and engagement in the District. The strategy promotes a number of participation mechanisms to enhance meaningful community involvement in matters of the Council. At the District level, these mechanisms include community based planning, political outreach and stakeholder engagement sessions.

The municipality utilizes ward committees and Community Development Workers, traditional leadership and special programmes forums, Local economic development forums, and agricultural forums for public participation. The ward committee meetings are held on a quarterly basis for reporting progress to communities. The municipalities within the District ensure community consultation through Community Based Planning and constant report backs. The following methods are being utilized for reaching out to

communities:

- IMBIZO focus weeks
- IDP and Budget Representative Forum
- IDP Budget outreach programmes
- The Ward Committees, the CDWs, the community liaison officers and ward Councillors
- Information days, Advertisements,
- Agricultural forum,
- District Tourism Organisation,
- District Roads Forum,
- District Health Advisory Committees,
- Special Program forum Meetings, and
- Disaster Management meetings and outreach

Language use is observed to limit the language barrier that could cause the public not to participate fully in matters of government. Four languages are being utilized in communicating with the public namely (English, Africans, Xhosa, and Sotho). All stakeholders had an opportunity to participate effectively in all the phases of the IDP process. Other challenges observed during implementation of the strategy relate to ensuring maximum participation by the public as well as by all the key stakeholders. An improvement in this regard has however been noticed.

The District has experienced protest action with the Senqu local municipality affecting the Sterkspruit area. The issues involved are detailed below:

- Violence arose due to community members seeking demarcation (wanting their own municipality).
- They took mass action: looting and forcibly taking goods from shops and barricading the roads preventing traffic from flowing freely and thus negatively affecting transport. Scholars were used as a medium to carry out such actions.
- This was organised by the Sterkspruit Civic Association which is led by some school principals and some councillors.
- Arrests were made but there were complaints about the compliance of the Sterkspruit Police, however Public Order Police (from Aliwal North, Cradock, Queenstown and Mthatha) did an exceptional job.

To mitigate and combat the current and potential future protest action in Sterkspruit and in any other area of the District the District Mayors Forum resolved as follows:

- Municipalities to intensify their public participation programmes
- Public engagements on community radio stations and *iimbizo* with communities to be intensified
- Mayoral outreach programmes with the communities to be conducted consistently
- Traditional leaders to be involved and assume the leading role in community engagements
- Ward communications to be strengthened through reinvigoration of community structures such as ward committees, CDWs and civil society
- Municipalities to release newsletters and media releases frequently
- Municipalities to introduce community engagements on social media targeting various interests

16.2.4 Community Development Workers and Ward Committees

The ratio of Wards to CDWs is 1:1. There is a CDW for each ward. The CDWs support the Community Based Planning processes. The functioning for this structure and the reporting systems needs to be

improved to ensure integration of efforts and its management. With regard to ward committees, the District Municipality does not have wards. The District receives information for the preparation of the IDPs from the Local Municipalities, which involve the Ward Committees in their activities. Ward Committees have played a major role in the preparation of the ward-based plans.

The meetings of the Executive Mayor with the communities ensures that all wards are represented through a ward committee member. This serves to ensure that all ward issues will be considered during IDP review and budgeting.

16.2.5 Involvement of Traditional Leaders

The traditional leader's forum is in place and facilitated by the Speaker. Its main purpose is to bring on board traditional leadership and ensure that participation of traditional leadership to matters of local government does take place. The Communications and Public Participation strategies outline issues pertinent to involvement of traditional leaders and their communities in the IDP process. The municipality involves traditional leaders through its representative forums and targeted engagements. Traditional leaders were sworn in to participate in the District Council in April 2012. The IGR structures within the District have proposed that traditional leaders be part of the DIMAFU. This is the direction which is being mooted for which is unique and highly supported by the District TSG.

16.2.6 Communication Strategy

Joe Gqabi District Municipality developed and approved a communication strategy in November 2008. The strategy covers 2008-2011. Yearly, the communication plan is reviewed to incorporate new priorities for the year ahead. The 2013/14 communication plan was reviewed in May 2013. The objective of the communication strategy is to raise awareness amongst citizens in the District about initiatives aimed at bettering the lives of people through job creation, agrarian reform and poverty eradication programmes.

The communication strategy has been developed in line with planned meetings that were arranged with the communicators from local municipalities and sector Departments. Some of the activities from the strategy were implemented with the assistance of both the Provincial and National governments.

Municipalities, libraries, tribal authorities, Thusong centres, ward committees, communication offices schools, clinics, radio are utilized for communication with the communities ward committees, CDWs and on a limited basis papers are utilized for communication with communities. The District currently has three community radio stations; eKhephini covering Barkly East, Rhodes, Rossouw, parts of Sterkspruit and Elundini; Takalani covers the Aliwal North, Jamestown, Burgersdorp, Lady Grey and parts of Sterkspruit; and Radio Unique covering Gariep municipality. In the District there have been two locally based print media which are Barkly East Reporter and Aliwal Weekly which circulated within the District.

The Joe Gqabi Media Board was launched in 2009. Electronic and print media are part of the board. It also acts as an information management tool for the District. The communication and mobilisation strategies of the District are effective.

16.2.7 The Thusong Centres

The District has two Thusong Centres which are located in Sterkspruit and Burgersdorp respectively. The Thusong centre in Sterkspruit is a first generation type while the one in Burgersdorp is a second generation Thusong centre. These centres are aimed at providing information and services closer to the communities. Most towns and communities have requested Thusong centres as value is seen in the

services they offer in bringing services closer to communities. Funding however for the establishment of the infrastructure for these centres is a challenge.

16.2.8 Complaints Management System

The District has an established complaints management system and policy which was adopted by Council in May 2013. This includes complaints book and suggestion boxes. These complaints are attended to by the Communication Section within the Office of the Municipal Manager. The other methods of dealing with customer complaints are outreach programmes where the complaints are noted and dealt with through finding information and evidence. These are addressed to all affected stakeholders for them to supply responses. Feedback to communities is done through different types of meetings with communities. The District has also developed and adopted a Service Delivery Charter in May 2013 to further enhance its responses rates and effectiveness.

In line with the Presidential hotline which aims to encourage an all-round improvement in citizen care and liaison and introduce a culture of putting the citizen first in all government Departments as well as municipalities, the District has dedicated personnel to deal with petitions and related matters. The purpose of this initiative is to ensure that government is more interactive, accessible and responsive to the needs of the communities.

A pilot customer service centre is being established in Senqu Municipality to deal with water and later other municipal service complaints. It is expected that this will service the whole District area as a shared service with all the municipalities.

Posts have been included in the organogram to oversee and facilitate customer service related issues in each of the local municipal areas where District services are delivered. While there is currently insufficient budget to fill these posts these will in time be filled.

16.2.9 Intergovernmental Relations

An intergovernmental relations framework policy was adopted by Council as a means to strengthen relations between all spheres of government. The Intergovernmental Structures within the District are in place. All clusters that were not function were revived in 2011 and the Technical Task Group (TSG) is also functional. The TSG links cluster activities with the DIMAFO.

All clusters have started to sit bi-monthly while their subcommittees meet monthly to discuss service delivery, policy issues, integration, coordination, monitoring, and evaluation issues (see figure 20). All clusters have terms of reference in place and clearly spelt out roles and responsibilities. The TSG and DIMAFO meet quarterly to align key programmes and have special meetings as and when required. The same process is being cascaded to the local municipalities.

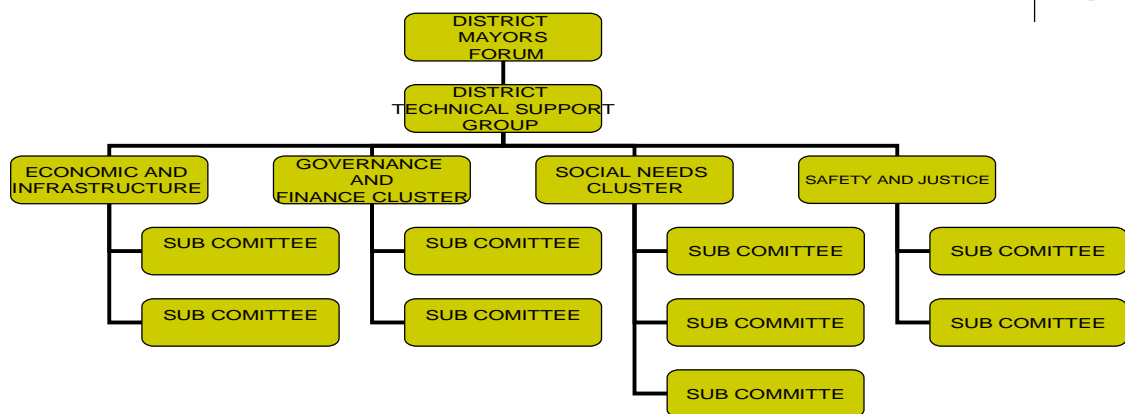


Figure 20: District IGR Structures

DIMAFU was established as a Section 79 Committee made up of Councillors (in this case the Mayors of the local municipalities and the Executive Mayor of the District). DIMAFU deals with issues relating to budget and IDP planning and implementation, communications, IGR, Special Programmes dealing with Women, Youth, Disabled, People living with AIDS, Elderly and Children as well as internal audit functions and statutory compliance issues. These structures serve to ensure existence of inter-municipal planning.

16.2.10 Coordination of Activities in the District Area

The District has established IGR clusters as mentioned earlier. The municipality also coordinates through the development of higher-level strategies such as LED strategies, waste plans, and so forth that then are localised by the local municipalities. Efforts are made through the development of District strategies to also include sections for each local municipality so that the plans are easy to read and understand by the local municipalities.

It is important to note that the District does not see itself as a gatekeeper of the local municipalities and they are encouraged to develop linkages with outside bodies and funders. The District is also keen to see that funding goes direct to local municipalities as resolved by per District Council. It has been identified that it is very difficult for the District to become the implementer of projects within local municipal areas as the local municipality has the contact with the ward committees and local structures. Therefore, the District enters into service level agreements and transfer funding to local municipalities if it is relevant for them to implement the activity.

16.2.11 Other Committees within the District

- ◆ Tri-District Alliance is a forum between the municipalities of the three provinces bordering Gariep Dam.
- ◆ The District Liaison Committee deals with the cross boundary issues with Lesotho and involves the SAPS, Department of Home Affairs. The committee is concerned with livestock theft.
- ◆ Joe Gqabi District Home Affairs Forum was established to facilitated accesses to government services through targeted interventions. The focus is on Department of Home Affairs services.
- ◆ Inter-cluster interaction within Joe Gqabi has also been initiated though this has not functioned as envisaged. Provincial clusters do not meet on a regular basis and there is little coordination between sectoral programmes. There is some micro level cooperation but when it is at the regional level this seems to be poor.

16.2.12 State Institutions within the District

Many National Government Departments do not have regional offices within the District, which makes it difficult for the communities to access some services. The alignment of some provincial Departments to municipal boundaries is still a problem and most of them combine the municipalities of Gariep and Maletswai into one area. Additionally the Department of Education has a separate regional office in the Elundini area, and administers the Senqu, Gariep and Maletswai areas from Sterkspruit. It also came out clearly from engagement with communities and stakeholders that the Department of Housing is not visible within the District and its participation in municipal processes is very limited. The Department should have offices within the District.

16.2.13 HIV and AIDS Mainstreaming

The HIV and AIDS Plan are in place. This strategy was adopted in September 2008 and the review adopted in May 2013. The strategy captures Nutrition, Treatment, Care and support for people living with HIV and aids, Care and support for Orphans and vulnerable children, Promotion of Human rights and Justice. The plan specifies the budget and time framed activities aimed at dealing with HIV and AIDS pandemic. Joe Gqabi District Municipality is aligned to the main streaming framework. Joe Gqabi and Nelson Mandela have been utilized as pilots for HIV and AIDS mainstreaming.

The executive Mayor in the state of the District address stressed that “everyone in the Joe Gqabi DM has a responsibility to do their part in making an impact on this massive national crisis. Some municipalities still appear to see HIV and AIDS as not being their responsibility or part of their mandate, or believe that HIV and AIDS is a 'soft' issue or a health issue. However it must be much higher on the local government priority list than it is at the moment. The broad scope of the known remedies to the impact of HIV and AIDS suggests the need for active multi-sectoral approach in halting and reversing the epidemic. As the District, we have done a lot of work to fight the spread of HIV and its impact. We have implemented quite a number of awareness campaigns. We have developed an HIV and AIDS multi-sectoral strategic plan (2008 - 2011), which is now being implemented by all stakeholders. “

Joe Gqabi District Municipality and Nelson Mandela Metro were in the Eastern Cape Province as pilots for HIV and AIDS mainstreaming to implement the Framework for an Integrated Local Government Response to HIV and AIDS. The process of implementing this programme is at the introductory phase. All, Mayors, Councillors, Municipal Managers, Directors and managers will receive training on the framework for an Integrated Local Government Response to HIV/AIDS and the new handbook for facilitating development and governance response to HIV/AIDS.

The District has six accredited ARV sites as follows: Senqu (Empilisweni hospital, Umlamli hospital, and Cloete Joubert hospital); Maletswai (Aliwal North hospital); Gariep (Burgersdorp hospital) and Elundini (Tailor Bequest). We are planning to open three more ARV sites in Maclear, Steynsburg and Lady Grey during the current year 2010. We also have seven down referral clinics and we planned to have twenty clinics to implement down referral this year 2010. The District recently launched a High Transmission Area programme in all three sub-Districts of Elundini, Senqu and Maletswai-Gariep. Prevention of Mother to Child Transmission Accelerated plan in Senqu is implemented to decrease the infection rate from positive mothers. Within the District, HIV and AIDS prevalence rate has dropped from 29, 9% down to 27, 9% according to the District Information System (DHIS). The District's message is clear: “We have to stop the spread of HIV & AIDS”.

16.2.14 Special Groups and Gender Mainstreaming

Gender equity is considered in lined with the Employment Equity Plan albeitequitable and desired levels have not been reached as yet. Management has been workshopped on gender mainstreaming approaches to ensure that pertinent matters are incorporated into all the plans and programmes. Emanating from these municipal programmes such as the EPWP, Community Works Programme and supply chain issues are structured in a way that promotes gender and equity.

The special programmes are currently being mainstreamed within the procurement processes of the municipality. The institutional arrangements supporting the youth, gender mainstreaming, women, disabled, the elderly and the children (special groups) exist within the municipality. The Special Programmes Unit is in place and requires more funding to implement some of the programmes necessary for these groups. The Special Programmes Unit is also responsible for gender mainstreaming matters. The youth, people with disability, children and women development plans are in place and these groups are consulted through the year through the established platforms. A Disability Structure was established at the District and local municipalities.

The mainstreaming strategy was approved by Council in May 2013 and this contains activities, plans and programmes that are aimed at improving the conditions of the special groups, which includes women, the elderly, people with disabilities and men. The activities linked to the special groups are funded and monitored by the Office of the Executive Mayor. All special group fora are in place and functional and participate actively in IDP processes.

The special groups are accorded special preferential procurement treatment and mainstreamed in the supply chain management policy of the institution. The programmes which are as result of the activities of the special groups in development are tiresome project for the disabled, Multipurpose Youth Centre, and Community Garden in Venterstad.

At an institutional level fora for the disabled, men and women have been established and these are functional. Moreover, the District has improved accessibility of its buildings to the disabled. The District has also implemented targeted skills programmes focusing on the disabled. Youth were also trained. The District has set itself a target of 2% disability in its workforce.

To enhance the long term view and a greater understanding of mainstreaming matters within the District a Mainstreaming Strategy was developed and approved by Council in March 2013.

With regard to social cohesion, the District has various activities that all designed to facilitate social cohesion. These include the following:

- The Mayor's Cups of the District and local municipalities
- Participation in the SALGA Games and mini-Olympics whereby different groups and ages participate
- Culturalactivities that identify and promote talent

During these programmes, services on wheels which include Home Affairs, Health, Social Development, etc. are involved to assist facilitate access to government services with a view of promoting nation building.

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16.2.15 Anti-corruption and anti-fraud

The District Municipality has a Council adopted anti-corruption policy/strategy. This reviewed policy was adopted in May 2013. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all four reported cases in the 2012/13 financial year were dealt with and concluded.

16.2.16 Approval, Monitoring and Evaluation Tools

Monitoring tools for the implementation of the IDP will include, Monthly Budget Statements that will be submitted to the Executive Mayor and Provincial Treasury, Quarterly reports to Council reporting on service delivery and the financial state of the municipality, midyear budget and performance assessment report and Annual Report as shown in table 70 below. These reports, once adopted by Council, are public documents and are made available to ward communities through ward Councillors. They will also be published in the municipality's website.

Table 68: Approval, monitoring and Evaluation Tools

Frequency		Contents	Submitted to
Budget Statement	Monthly	Municipality's monthly expenditure, revenue, borrowings and income.	Executive Mayor & Provincial Treasury
Quarterly Reports	4 Quarters of the financial year	Quarterly progress on service delivery and financial state of the municipality.	Council
Mid-year Budget and Performance Assessment report	Half yearly-by 25 January of each year	Municipality's service delivery performance during the first half of the financial year.	Executive Mayor, National and Provincial Treasury
Annual Report	End of each financial year	Municipality's annual performance on service delivery.	Council

The performance Management system is in place for monitoring performance in line with the IDP. This system will also be utilized for monitoring, measuring and evaluating performance against set objectives, strategies, targets, programmes and projects. The community participation programmes such as CBP, Mayoral Political programme, stakeholder fora, and so forth will enable the Mayor measure and evaluate the performance of projects and programs and impact of services rendered on the ground.

The community sessions are conducted in an interactive manner which allows for maximum participation and contribution by the communities. Reflections are made on all services offered by government, including other spheres and social partners. In cases where service challenges relate to other spheres of government the Executive Mayor will follow up with the affected Departments. In this manner the integration and coordination of services is improved.

16.2.17 IDP Approval and Marketing

The draft IDP, PMS Policy, SDBIP and the draft Budget were adopted by council in May 2013. This process follows a joint standing committee of all sections within the District municipality, the Mayors of local municipalities and the members of the executive committees from local municipalities to precisely

check and agree on the contents of the IDP. The marketing of these documents is undertaken through physically delivering them to libraries, to the municipalities, tribal authorities, and announcing their availability in convenient and accessible places. The community's members who are not able to write their comments will be assisted by the IDP offices, CDWs as well as the ward committee members.

16.2.18 Internal Audit and External Audit

The internal audit function is performed internally by the internal audit unit. The unit consists of four staff members of which two are internal auditors and two interns. This function is being performed within the parameters of the audit charter, which was approved by the Audit Committee and tabled to Council in September 2008. The plan is reviewed annually. The function covers risk assessment, internal control, compliance and regularity audit, and performance auditing etc. There is a code of ethics for this function, policies, procedures which are implemented in line with the prescripts of external audit. Services of external auditors are being utilized to supplement the capacity of the audit function. The organogram has also been reviewed to identify critical positions required to implement the audit function effectively.

16.2.19 Internal Controls

To deal with internal control system, the District has adopted policies and procedure manuals for all financial and performance functions. These policies provide for reviews by senior personnel. All high-risk areas have been identified and the internal audit unit reviews these high risks areas, including all finance functions on a frequent basis.

With regard to risk management, risk registers have been developed and are reviewed annually. Actions plans are reviewed quarterly. A risk committee has been established and is functional. The committee evaluates progress on the action plans.

The District does maintain a filing system and the audit file is in place. All filing is administered centrally through the registry function of the municipality. The audit file covers various systems and processes which range from basic information that is required during the audit process including policies, action plans, compliance matters, etc.

16.2.19 The Audit Committee

The Audit Committee is an independent statutory committee appointed by the Council of the Joe Gqabi District Municipality to perform the duties as required by Section 166 of the Municipal Finance Management Act of 2003. The Audit Committee also deals with auditing of performance information.

The Audit Committee adopted appropriate formal terms of reference and an Audit Charter. The Charter regulates the affairs of the Committee in compliance with legislation, international standards and best practice. The terms of reference for the performance audit function, which was approved by Council in March 2011, have also been approved.

The audit committee's role and responsibilities include statutory duties per the MFMA and further responsibilities assigned to it in terms of the adopted Audit Charter Internal Audit Annual Operational Plan and Audit Action Plan.

The Committee is fully functional. Effectiveness of internal controls, Quality of Reports Submitted, Performance Management, Risk management, Effectiveness of the internal audit function, Evaluation of

Financial Statements and performance information are some of the matters that the audit committee deals with. The committee meets quarterly and as when required.

16.2.20 Performance Appraisal Committee

The Council appointed the performance appraisal committee on the 23 September 2008. It was established in terms of section 27 (4) (d) & (e) of the local Government Municipal Performance Regulations. It comprises of the Executive Mayor, Chairperson of the performance Audit Committee, the mayoral committee, the Mayor of Amathole District Municipality and a member of the ward committee.

It meets to discuss the annual performance report, reports by the internal auditor on performance implementation, and to assess and appraise the performance of section 57 managers and make recommendations to Council if performance bonuses are to be paid.

16.2.21 Oversight Committee

Joe Gqabi District Municipality has the Municipal Public Accounts Committee in place. The role of this committee is to ensure compliance with MFMA in so far as the submission of annual reports, dealing with reportable items, adjustment budgets and the general monitoring of the implementation of Council resolutions. The oversight reports are available for reference purposes.

The draft annual report was adopted by the Council in January 2012 and subsequently advertised for community comments in public spaces including municipalities, libraries and the website. The Mid Year Performance reports have been prepared and submitted to Council in January 2012 and this assessment has informed adjustment budgeting processes.

16.2.22 Delegation Framework

Joe Gqabi District municipality has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in January 2012. The framework covers the delegation of functions between the political and administrative arms of the institution.

16.2.23 Information Technology and Records Management

The District Information and Communications Technology is functional and provide support to the District and local municipalities through the District IT Unit. The internet and intranet are well maintained and updated as and when required. For audit purposes, a Preparation Audit File (PAF) and Operation Clean Audit Report (OPCAR) are managed through the intranet which is accessible to all audit steering committee members page. The allows for easy access to information during audit.

Hardware, software and support services within the network infrastructure consist of category 5 cabling. This connects all computer infrastructure to the central server, which ensures confidentiality and security. Server based systems within the District include:

- Financial Management Systems
- HR Management Systems
- Institutional Communications
- The hosting of Municipal Websites
- GIS System

In terms of out of office connectivity requirements a 3G solution was procured in order to supply the required connectivity options.

The District developed an IT Master System Development Plan. This plan identified the priorities in terms of processes, procedures and provided recommendations that should be considered in order to ensure preservation, security, confidentiality, integrity and availability of municipal data. An anti-virus and internet security system is active and updated frequently to reduce the risk of internet threats.

APPENDIX A: SUMMARY OF SECTOR PLAN RELATED INFORMATION

NO	SECTOR PLANS & POLICIES	STATUS OF THE PLAN	YEAR OF REVIEW	COUNCIL APPROVAL
1	SPATIAL DEVELOPMENT FRAMEWORK	REVIEWED	2009	YES
2	THE DISASTER MANAGEMENT PLAN	TO BE DEVELOPED		YES
3	AREA BASED PLAN (ABP) FOR LAND REFORM	NEW	2010	YES
4	INTEGRATED TRANSPORT PLAN (ITP)	NEW	2010	YES
5	TOURISM PLAN	NEW	2010	YES
6	ENVIRONMENTAL MANAGEMENT PLAN	NEW	2011	YES
7	WATER SERVICES DEVELOPMENT PLAN (WSDP)	NEW	2013	YES
8	INTEGRATED WASTE MANAGEMENT PLAN	BEING REVIEWED	2005	YES
9	PAVEMENT PLAN	DEVELOPED	2005	YES
10	PUBLIC PARTICIPATION STRATEGY	NEW	2013	YES
11	HIV AND AIDS PLAN	NEW	2011	YES
12	JOE GQABI WOMEN'S DEVELOPMENT	NEW	2008	YES
13	COMMUNICATION STRATEGY	NEW	2008	YES
14	WORKPLACE SKILLS DEVELOPMENT PLAN	REVIEWED	2008	YES
15	GENDER MAINSTREAMING STRATEGY	NEW	2013	YES
16	SOUTHERN DRakensBURG SUSTAINABLE PLAN		2005	YES
17	EMPLOYMENT EQUITY PLAN	REVIEWED	2013	YES
18	HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT PLAN	REVIEWED	2013	
19	PERFORMANCE MANAGEMENT FRAMEWORK	REVIEW	2011	YES
20	RECRUITMENT, SELECTION STRATEGY	NEW	2013	YES
21	SCARCE SKILLS AND RETENTION STRATEGY	NEW	2013	YES
22	SUCCESSION PLAN	NEW	2013	YES
24	PERFORMANCE MANAGEMENT POLICY	NEW	2013	YES
25	EMPLOYEE ASSISTANCE PROGRAMME	NEW	2013	YES
26	TOURISM STRATEGY	NEW	2010	YES
27	OCCUPATIONAL HEALTH AND SAFETY PLAN	NEW	2011	YES
28	ANTI CORRUPTION STRATEGY	REVIEWED	2011	YES
29	ORGANIZATIONAL STRUCTURE	REVIEWED	2013	YES
30	LED STRATEGY	NEW	2009	YES
31	BRakensBERG HIGH ALTITUDE PLAN		2005	YES
32	COMPREHENSIVE INFRASTRUCTURE PLAN	NEW	2009	YES
33	BUDGET		2013	YES
34	PROCESS PLAN AND FRAMEWORK PLAN		2012	YES
35	DELEGATION FRAMEWORK	NEW	2013	YES
36	SDBIP		2013	YES
37	AGRICULTURAL PLAN	NEW	2011	YES
38	FORESTRY PLAN	NEW	2011	YES
39	JGDM WOMENS DEVELOPMENT PLAN	OLD	2008	YES
40	SPU MAINSTREAMING STRATEGY	REVIEWED	2013	YES
	FINANCIAL POLICIES			

1	FUNDING POLICY	NEW	2013	YES
2	Fleet Management Scheme Policy	NEW	2013	YES
3	CREDIT CONTROL POLICY	NEW	2013	YES
4	Supply Chain Management Policy	NEW	2013	YES
5	Fraud Prevention Plan	NEW	2013	YES
6	Accounting Policy	NEW	2013	YES
7	BUDGET POLICY	NEW	2013	YES
8	BANKING AND INVESTMENT POLICY	NEW	2013	YES
9	ASSET MANAGEMENT POLICY	NEW	2013	YES
10	Virement Policy	NEW	2013	YES
11	TARRIF POLICY	NEW	2013	YES
12	JGDM Proposed Write-off Policy	NEW	2013	YES
13	INDIGENT ASSISTANCE POLICY	NEW	2013	YES

Appendix B

Summary of issues raised during previous IDP Assessment

Detailed below are issues that were raised following assessment of the five-year IDP in April 2012. The majority of issues have been addressed in this IDP document. Table 71 below is structured as per key performance areas (KPAs) of the assessment framework.

Table 69: Issues raised in assessment

KPA 1: Spatial Development Framework		
Issue raised	Challenge identified	Progress to date
None	n/a	n/a
KPA 2: Service Delivery And Infrastructure Planning		
2.2 Water: (p) Is there a plan and budget for Operations and Maintenance for Water services and infrastructure?	No plan and budget for Operations and Maintenance for Water services and infrastructure?	Development of O&M for Water services and infrastructure has been prioritised through MISA intervention. No funding available
2.2 Water: (q) Is the water services programme financially viable w.r.t. Cost recovery, Metering and billing with an associated budget that is ring fenced?	No financial viability information for water and sanitation services. No information on cost recovery and billing	The District took over water and sanitation services provision from local municipalities to the District. Mechanisms to improve cost recovery and billing are being implemented.
2.3.Sanitation: (d) Does the municipality have the CAPEX Plan which indicates allocation for sanitation for the next three years?	Inadequate information provided. Reflection to be made on the availability of Sanitation master/implementation plan	The municipality does have an WSDP and sanitation master plan
2.3.Sanitation: (g) Is the sanitation service financially viable and is there a budget that is ring fenced?	No evidence for financial viability information for water and sanitation services.	The District took over water and sanitation services provision from local municipalities to the District. Mechanisms to improve cost recovery and billing are being implemented.
2.3.Sanitation: (i) Is there a plan and budget for Operations and Maintenance for sanitation services and infrastructure?	No O&M plan	Development of O&M for Water services and infrastructure has been prioritised through MISA intervention. No funding available
2.6. Waste Management Services: (e) Does the Municipality have a Trade Effluent Policy?	District does not have policy	The functions of Air pollution control in the District is performed by DEDEAT due to lack of capacity in the District
DISASTER MANAGEMENT AND FIRE SERVICES: (g) Has the Municipality adopted a disaster management plan	No Disaster management plan in place	Plan not developed due to financial constraints. Prioritised in the MISA intervention.
DISASTER MANAGEMENT AND FIRE SERVICES: (h) Has	Vulnerability and risk assessment has not	The assessment is dependent on the development of the Disaster

the disaster management centre conducted vulnerability and risk assessment?	been conducted	Plan
DISASTER MANAGEMENT AND FIRE SERVICES: (j) Is the municipal Spatial Development Plan informed by vulnerability and risk assessment report	SDF is not linked to Disaster risk assessment reports	This process is directly linked to the disaster risk assessment report
DISASTER MANAGEMENT AND FIRE SERVICES: (l) Are emergency procurement measures stipulated in the disaster management plan?	No Disaster Management Plan in place	Plan not developed due to financial constraints. Prioritised in the MISA intervention.
DISASTER MANAGEMENT AND FIRE SERVICES: (m) Are funding arrangements specific in the plan?	No Disaster Management Plan in place	Plan not developed due to financial constraints. Prioritised in the MISA intervention.
DISASTER MANAGEMENT AND FIRE SERVICES: (r) Are fire services tariffs developed, adopted, implemented and periodically reviewed?	Tariffs policy does not cover fire services	The model and policy is in the process of being developed.
2.8 Environment Management Plan: (b) Is there a functional environmental unit in place to implement environmental plans?	The Environmental Management function is performed by Community Services and Technical Services	The function is in the process of being strengthened
2.11 Safe and Secure Environment: (b) Does the municipality have an integrated community safety plan?	No ICSP in place	Department of Safety and Liaison in being engaged to assist the municipality in developing the plan.
KPA 3: Financial Planning And Budgets		
3.1 Compliance: (e) Are there by-laws and are they gazetted?	Budget by-laws not in place	These are being developed.
3.2 Expenditure: (b) What is the extent of the own revenue and grant usage for infrastructure investment?	No available funding resulting from no own funds	No own funding is available.
3.2 Expenditure: (d) What percentage of budgeted income was realised in the past two years, per category?	Not adequately covered	Additional information to be provided
3.6 Supply Chain: (a) Does the municipality have a functional supply chain unit in compliance with the National standards in terms of BID Committees?	Existence and functionality of committees not clearly stated	Additional information to be provided
4. Local Economic Development		

(m) Does the municipality have mechanisms to retain existing businesses and attract further investment?	Lack of a mechanism to retain and attract new businesses	JoGEDA has been established with a purpose of attracting and growing existing business
5. Good Governance: Public Participation, Labour, IGR etc.		
5.1 General (g) Social Cohesion Are there any programs/ activities that enhance social cohesion?	No activities that are reflected in the document	Mayors cup are held, Sondela youth Festival has been revived
6. Institutional Arrangements		
a) Is there a council approved HR Plan / Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?	There is a need to develop the H.R Plan that also includes their H.R.D Strategy	The development of the plan plan will be considered however limited resources are a challenge